GLG PROJECT – FINAL REPORT[1]

1 INTRODUCTION AND SUMMARY OF PROJECT ACTIVITIES

1.1 Introduction

This Final Report on the USAID/Montenegro Good Local Governance (GLG) project, implemented by The Urban Institute, is delivered pursuant to the requirements of Part I, Section F.4(B)(6) of Contract No.170-C-00-03-00104-00: Good Local Governance Project – Montenegro (the Contract), between the US Agency for International Development and The Urban Institute (the Contractor). That provision of the Contract requires the Contractor to submit to USAID/Montenegro a final report including:

- a summary description of all work performed under the contract;
- a description of results achieved;
- lessons learned during the implementation of the project; and
- any recommendations for follow-on activities.

The GLG project began as of 29 September 2003 and was originally scheduled to end as of 28 September 2006. However, due to the lack of available FY06 funding, the GLG project is now scheduled to end as of 31 March 2006.

The GLG project was designed to support USAID/Montenegro's Strategic Objective SO2.1 – increased, better-informed citizen participation in political and economic decision-making. primarily through assistance at the grass roots and local government levels to develop more effective local governance and citizen participation in local government decision-making, but also through support to the Republic-level government in designing and implementing policies to advance fiscal and administrative decentralization. Under SO2.1, the GLG project was also intended to achieve Intermediate Result 2.1.2 – Good Local Governance Achieved, and Sub-Intermediate Results 2.1.2.1 – Improved capacity to manage and finance local government; 2.1.2.2 – Improved citizen participation in local government decision-making; and 2.1.2.3 – Improved local government service delivery.

1.2 Summary of project activities

1.2.1 Project year 1 (28 September 2003 – 31 December 2004)

As originally designed and implemented during project year 1, the GLG project comprised three formal components and a fourth, informal component:

- ***Implementation of key decentralization laws at Republic and municipal levels.*** In particular, these key decentralization laws included the the Law on Real Estate Taxation, adopted in 2001 and implemented from 2003, and the Law on Local Governance and the Law on Local Government Finance, adopted in 2003 and implemented from 2003, and others expected, at the time the Contract was executed, to be adopted thereafter. Under this component, the GLG project provided assistance to the Ministry of Finance (MoF), the

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[1] The authors gratefully acknowledge the contributions of the members of the GLG project staff to the work and accomplishments of the GLG project and to this Final Report.

Ministry of Environmental Protection and Spatial Planning (MoE), and the Union of Municipalities of Montenegro (UMM) to develop and promulgate regulations and guidelines for the implementation of the key decentralization laws. The GLG project also provided capacity-building assistance to MoF, MoE, and UMM to enable them to take on appropriate roles in a more participatory, decentralized system of local governance. The GLG project also provided support at the local government (municipality) level to improve financial and administrative management, particularly the implementation of municipal treasury management systems required by the Law on Local Government Finance and the improvement of municipal real estate tax revenue mobilization and collection.

- ***Public awareness and participation in local governance.*** Under this component, the Contractor undertook an initial survey of al 21 municipalities in Montenegro to identify opportunities and priorities for enhancing citizen participation in local governance. The Contractor supported the preparation of participatory strategic plans in all 21 municipalities, as the basis for future development planning and budgeting.

- ***Communal enterprise management and service delivery.*** Under this component, the Contractor prepared diagnostic surveys of all 21 municipal water works or communal service enterprises to identify opportunities and priorities for working with those organizations to support the improvement of their technical, financial, and human resources management capacities aimed at improving the delivery of services to customers. The Contractor ultimately selected five demonstration water works for intensive technical assistance, but also provided technical assistance to other municipal water works when opportunities arose. Under this component, the Contractor also provided support to MoE to build their capacity to develop the legal and regulatory environment for more autonomous, financially viable water works that can deliver improved services to customers. The Contractor also provided support to the Association of Montenegrin Water and Wastewater Authorities (AMWWA) to build its capacity to serve as a source of information for, and to lobby the Government on behalf of, its members.

- ***Information technology.*** While not formally identified in the Contract as a project component, the GLG project's information technology (IT) activities were integrated into the other GLG project components during project year 1, primarily in support of the project's municipal financial and administrative management activities and its activities to enhance the performance of water works. Under this component, the GLG project procured and installed basic computer hardware and software packages (including basic Microsoft Windows operating systems, Microsoft Office applications, and the custom-designed municipal treasury management system software. as well as networking equipment and software in each of the 21 municipalities; procured and installed a basic computer hardware and Microsoft software package and custom-designed billing and collection software in each of the 21 municipal water works or communal service enterprises; and procured and installed geographic information system (GIS) computers and software in five demonstration water works. The GLG project trained municipal and water works staff in the use of these computer and software packages, and began training municipal IT administrators to operate the municipal computer networks. This component also included the development and operation of a GLG project web site, with information about the project, a schedule of project activities, and an on-line library of project documents.

All GLG project activities were also supported by public relations activities, including publication of articles on the project's web site and in local newspapers; interviews and press conferences with

newspapers and radio and television statements; preparation of articles about project activities and "success stories" for USAID/Montenegro and USAID/Serbia and Montenegro; publicity for GLG project workshops, seminars, training activities, and other public events; and preparation of formal or informal remarks to be delivered by GLG project staff and representatives of USAID/Montenegro at various project-related public events.

1.2.2 Project year 2 (1 January 2005 – 28 February 2006)

During project year 2, the make-up and focus of project activities shifted somewhat. From the beginning of project year 2 the public awareness and participation in local governance, as implemented during project year 1, was no longer a stand-alone project component. Instead, GLG project support for public awareness and participation at the municipal level was integrated into the other two principal components for project year 2. Those other two principal components were:

- *Integrated municipal finance.* Under this component, the GLG project's principal activities during project year 2 included support for MoF in various aspects of inter-governmental finance, including advice regarding adjustment of the equalization grant formula to achieve a more equalizing effect and verification of the municipal budget execution data base used to calculate equalization grants to individual municipalities; support for the formation and operation of an internal MoF Coordinating Body to coordinate intergovernmental finance policy; support for the preparation and dissemination of MoF municipal budget preparation and budget execution reporting regulations. This component also included the GLG project's continuing work with municipalities to improve their financial management systems, including support to all 21 municipalities for putting the municipal treasury management system into operation; and support to selected municipalities to improve billing and collection of real estate taxes.

  This component also included support for improvement of the legal and regulatory environment for decentralization, including advice to various MoF and other ministerial working groups regarding key laws affecting municipalities, including new laws on private sector participation in the delivery of governmental services, state property, and public procurement, and to UMM in the preparation of selected model municipal ordinances required by the Law on Local Governance, and to and municipalities in drafting ordinances based on those models and organizing public debate on those ordinances prior to their adoption by the municipal assembly.

- *Communal enterprise management and service delivery.* During project year 2, the GLG project's work under this component included assistance to selected municipal water works and communal service enterprises to improve relations with their customers by establishing customer relations offices, developing and implementing public outreach campaigns, and implementing customer satisfaction surveys. Work with municipal water works and communal service enterprises also included assistance in the preparation of business plans with financial, operational, and human resources components, aimed at improving service delivery. During project year 2, the GLG project assisted municipal water works to become more financially viable by reviewing their tariffs to ensure that they are at or near operating cost recovery levels and by procuring and installing new billing and collection software in selected water works and training their staff members in its use. The GLG project also assisted water works in improving their operations by preparing technical audits and supporting the implementation of activities identified as priorities; procuring and installing GIS computer equipment and software and training water works staff in its use; and procuring leak

detection equipment for selected water works and training their staff in its use, and arranging for those water works to provide leak detection services to water works in neighboring municipalities.

During project year 2, GLG project activities in the field of **information technology** were treated more as a separate project component, although these activities continued to support, and to be integrated with, the integrated municipal finance and communal enterprise management and service delivery components of the project. During project year 2, information technology activities included training of municipal IT administrators to obtain basic and advanced IT network administrator certification; formation and support of a municipal IT user group and production by members of the user group of the quarterly *IT Bulletin*; enhancing the security and reliability of municipal IT networks through the procurement and installation of back-up data storage hardware and additional training of municipal IT personnel; and supporting selected municipalities in initiating the use of internet banking and in configuring their IT networks for high-speed internet access.

2 SUMMARY OF PROJECT ACCOMPLISHMENTS

The GLG project focused on assisting its counterparts at the Republic and municipal levels to develop sustainable systems to implement decentralization, as embodied in the key 2003 decentralization laws, and to improve the administrative and financial management, transparency, effectiveness, and accountability of municipalities and municipal water works and communal service enterprises. Particularly during project year 2, the activities of the GLG project also took into consideration the effects on local businesses and economic growth of decentralization and local governance policies and decisions at the Republic and municipal level.

SUCCESS STORY:

Municipal IT Users Group Established

Municipal IT User Group, established by the GLG project, has become a center for IT infrastructure improvement and exchange of knowledge and skills – a true IT Forum and important capacity-building group. Four Seminar held during GLG project featured the four IT Bulletin prepared by GLG project and municipal IT specialists and colleagues. Since it was first published in January 2005, the IT Bulletin has covered more than 100 different topics related to IT technology in service of more efficient and transparent local governance.

Amy Osborn, Director of the General Development Office of USAID/Montenegro: "I must admit that at the time I arrived in Montenegro, three years ago, I was shocked that Montenegro, a part of Europe, benefited so little from IT infrastructure. There was limited computer usage in the workplace and quite a low connectivity level. An essential part of GLG's support envisaged IT equipment purchases, training and support in every aspect of GLG project components. This continuing IT partnership is pursuing new and improved IT tools and management systems to support greater efficiency in local government operations."

Attached as Annex I is a summary of GLG project accomplishments as of the end of project year 1 (31 December 2004). Attached as Annex II is a summary of GLG project accomplishments as of 15 February 2006[2]. These Annexes show project accomplishments for each task described in the GLG project work plans for project years 1 and 2, respectively, and describe whether and to what extent the objective of each task was accomplished and what the results were.

For purposes of this discussion, GLG project accomplishments for project years 1 and 2 will be grouped under headings for project components for project year 2. (*See* summary GLG project component descriptions in Section 1.2, above.)

For each GLG project component key project accomplishments included the following:

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[2] Because of the departures of numerous GLG project staff members between 15 December 2005, when the most recent prior update of Annex II was completed, and 15 February 2006, not all sections of Annex II have been updated to 15 February 2006. Sections 1.D.1 – 1.D.8 and 1.F.1 – 1.F.4 of Annex II are updated only to 15 December 2005.

2.1 Intergovernmental finance and municipal financial management

GLG project work under this component included advice to MoF and its internal Coordinating Body, comprising representatives of MoF's Budget Department (which oversees municipal budgeting and budget execution reporting) and its Tax and Customs Policy Department (which oversees the implementation of the intergovernmental transfer system and municipal revenue assignments) and UMM.

The Coordinating Body was formed to improve internal coordination among MoF departments and communication between MoF and UMM regarding MoF policies, regulations, and procedures to improve the implementation, by MoF and municipalities, of the Law on Local Government Finance and related laws such as the Law on Local Government and the Law on Real Estate Tax and to ensure their implementation at the local level.

The GLG project provided technical advice to the Coordinating Body's on policy matters affecting intergovernmental finance, including the equalization transfer allocation formula and the data used to make grant allocations to municipalities; revenue assignments to municipalities; and procedures and formats for municipal budget preparation and municipal budget execution reporting.

This component also included capacity-building at the municipal level for improved financial management and reporting; and improved billing and collection of municipal real estate taxes and other municipal own-source revenues.

2.1.1 Key GLG project achievements

SUCCESS STORY:
New Treasury systems implemented in all Montenegrin Municipalities

Bar, April 9, 2005 –The Municipality of Bar is the first coastal community in Montenegro to implement fully its treasury management system and meet he requirements of the Law on Local Government Finance, with support from the USAID Good Local Governance project, implemented by The Urban Institute, by providing computer equipment, developing and installing the treasury management system software, and training the staff of the municipal treasury department.The Municipal Assembly of Bar has also adopted an ordinance that creates the treasury department and prescribes its operating procedures to ensure full financial accountability and reporting.

Quote: Ms. Anka Vojvodić, Mayor of Bar: "It was necessary for us to participate in The Urban Institute's initiative of establishing municipal treasuries, according to Law on Local Governance. This required termination of all existing accounts and establishment of a single, consolidated treasury account, which will record all inflows and outflows. The annual budget of Bar municipality is €11 million, and we are aware that the budget requires us to manage our citizen's money – that is, taxpayers' money. These funds need to be handled in carefully and transparently and with full information. The treasury management system fulfills these criteria, since it encompasses financial planning, expenditure control, debt control, budget execution accounting, reporting, and management of the financial information system. The main feature of this system is transparency, and all interested parties can be fully informed about all budget transactions"

Press conference: Establishing treasury system within Bar municipal finance department

Quote: Mr. Hoyt Brian Yee, Principal Officer of the US Consulate in Montenegro: "I would like to congratulate the representatives of the Municipality of Bar, Republic authorities, the GLG project, and USAID on the successful realization of the new treasury management system. This shows what is possible when municipal authorities overcome political difference and focus on what is important – the needs of citizens. The US government provided funds for this project in order to improve living standards in Bar and other Montenegrin municipalities and stimulate the private sector. This new and modern treasury management system is a significant step forward toward achievement of these goals."

The most important achievements of this component of the GLG project include the following:

- At the inception of the GLG project, municipalities did not follow a uniform system of accounting. Financial management functions were scattered over numerous departments and were uncoordinated. With IT equipment and software, training, and technical support from the GLG project, 19 out of 21 municipalities (including Podgorica) have formed consolidated municipal finance departments and have implemented a new municipal financial management system that ensures complete and transparent revenue and expenditure tracking and reporting and efficient and flexible development of budget strategies.
- With technical assistance provided by the GLG project, MoF has issued the budget execution reporting regulations, including the format and instructions for complete, timely and accurate consolidated municipal budget reports.

- The GLG project provided technical assistance to MoF for the preparation of the first draft regulation on municipal budget preparation procedures. MoF plans to organize a round-table discussion of those proposed procedures among with the Ministry of Justice (MoJ), the Secretariat for Legislation, and municipal representatives in March 2006 with a few toward reaching consensus and issuing the regulation shortly thereafter.
- With GLG project assistance and the implementation of the new municipal financial management system, 17 municipalities are now complying with their legal obligation to submit monthly budget execution reports to MoF, as required by law. In addition, several larger municipalities now also provide quarterly reports to MoF.
- With IT equipment and technical assistance provided by the GLG project, MoF now collects municipal budget execution reports, analyzes them, and publishes them on its web site. In the spring of 2005 MoF was able to include municipal government revenues and expenditures (which account for 5% of GDP) as part of its public sector reporting to the IMF. This has been welcomed by the IMF representative office for Serbia and Montenegro, and has made it possible for the media to publish the results and for the public to compare and discuss them.
- Municipalities have improved their billing and collection of own-source revenues through unified revenue collection offices using a standardized collection procedure manual. This directly resulted in significantly increased property tax revenue growth in virtually all 21 municipalities, including increases of over 30% in 2004 in ten municipalities. Corresponding data for 2005 was not available as of the date of this Final Report.

- The GLG project provided technical assistance for the formation of the first municipal revenue professionals forum and for the first two meetings of that forum, held in 2005. SNV has indicated its willingness to provide continuing support to that forum after the conclusion of the GLG project.
- Five municipalities have implemented partnerships with Montenegro Post to improve the accuracy of their real estate tax information databases, outsource the printing of tax bills, and improve bill delivery procedures and public information campaigns that will result in greatly improved collection of an important municipal own-source revenue.

- The GLG project provided the first training ever to members of seven municipal assemblies on the assembly's roles and responsibilities in municipal financial management, including budget formulation, budget execution oversight, and audit.

SUCCESS STORY:
Partnership Program for Greater Tax Compliance and Increased Municipal Revenues

Podgorica, March 23 – Consulting agreement, financed exclusively by the Post, will support the tax collection initiative undertaken by the USAID-Good Local Governance (USAID-GLG) program. Upon completion of this consultancy, the Post will be able to print and deliver municipal tax bills within a week and save municipalities months of effort. Additionally, the Post is assisting municipalities to review their mailing databases and improving it with current information. In the process of review the Post is also identifying potentially untaxed properties in each municipality. Contract envisages further development postal delivery procedures, training of staff and implementation a quality assurance program that would be eligible for international certification under ISO 9001-2000 standards. The USAID-GLG Project initiative, known as the Program for Active Collection and Enforcement (PACE), is counting upon the Post for additional support to promote municipal taxpayer cooperation. In PACE partner municipalities, the Post will deliver for free taxpayer awareness brochures that explain taxpayer responsibilities and identify how municipalities use taxpayer's money. The Post will also routinely print and deliver the first universal reminder notices for taxpayers who fail to pay their municipal bills. In sum, the Post's investment allows it to assist and transform the municipal tax office from a year-round delivery service and frees it to focus on expanding the tax rolls, improving tax bill accuracy and working with tax payers to meet their payment obligations. Mojkovac municipality is the first to start implementation of this program. The first step in its implementation is updating the municipal mailing databases, which so far identified several hundred potentially untaxed properties. **Quote: Milisav Coric, Mayor of Mojkovac:** "All of this is being done for the purpose of increasing efficiency in realizing better inflow of local government revenues and we are fully aware that we must develop new processes in order to meet mounting demands from our citizens"

- Five municipalities have developed sustainable budget strategies with multi-year budgeting to reduce large arrearages and excessive expenditures, and to achieve net operating surpluses to finance improved service delivery and capital investments.
- GLG provided analysis of the interim 2005 municipal equalization transfer formula and municipal revenue and expenditure data used to implement the formula and presented detailed recommendations to the Local Government Finance Commission (LGFC) and MoF to remedy the serious flaws and inequities in the current formula.
- GLG provided support to UMM, MoF, and Ministry of Agriculture to resolve the issue of conflicting laws regarding the percentage of forestry concession fees to be allocated to municipalities and to ensure that the collection of such fees by the Forestry Administration and the amounts allocated to municipalities are more transparent.

2.1.2 Lessons learned

Among the lessons learned from the GLG project's work in the areas of intergovernmental finance and local government financial management are the following:

- The MoF Coordinating Body began to improve internal policy coordination. However, since it has not met since June 2005 there appears to be little interest within MoF to sustain that improvement.
- Despite a great deal of technical assistance and advice by the GLG project to MoF, the MoF Coordinating Body, and the LGFC, they accepted none of the GLG project's recommendations for improving the equalizing effect of the LGFC's interpretation of the equalization grant allocation criteria set forth in the Law on Local Government Finance or for improving the quality of municipal budget data on which MoF and the LGFC are basing their decisions regarding implementation of the equalization grant allocation formula.
- Successful treasury management system implementation by municipalities has helped to revise their budgets during the course of a fiscal year to reflect actual inflows and outflows (unlike their previous practice of revising budgets only once, at the end of the fiscal year), significantly increased control over expenditures, and has improved financial management and reporting.

- Municipal assemblies do not provide adequate budget policy and budget execution oversight due, in part, to lack of understanding by municipal assembly members of their role in the budget process and, in part, to the political paralysis affecting some municipal assemblies.

- The financial relationship between municipalities and municipal service corporations (e.g. water works) are not clearly defined. Financial flows between municipalities and municipal service corporations are entirely non-transparent, leading to misallocations of resources, lack of effective oversight, and distorted tariffs.

- Municipal own-source revenue assignments appear to be inadequate to meet their needs, in part because the central government has reduced several key own-source revenue assignments (and is proposing to reduce others) and has assigned to municipalities some revenue sources that have proven extremely difficult to realize. Municipalities complain of poor central government cooperation in monitoring and lack of transparency of data regarding payment to municipalities of their 10% share of the personal income tax (PIT) and the municipalities' personal income tax surcharge (PITS), both collected by the central government. Municipalities also complain about the central government's on-going failure to implement the requirement of the Law on Local Government Finance to pay 30% of forestry concession to municipalities the central government's removal from the municipal tax base of taxable land now administered by semi-autonomous agencies such as the Coastal Protection Agency and the Forestry Administration. So far, the central government does not appear to be inclined to address these issues and compensate municipalities for the resulting revenue losses.

- Responding to disincentives created by the equalization grant formula, as applied by the LGFC, municipalities routinely fail to improve the collection of own-source revenues and to understate expenditures. To reduce reported municipal revenues municipalities are increasingly delegating local revenue sources to subsidiary off-budget organizations. For example, some large municipalities now assign revenues from communal fees for the improvement of city construction land (impact fees) and for the use of city construction land to nominally independent, off-budget Municipal Development Agencies. This practice also effectively reduces the ability of the municipal assembly to exercise its budgetary oversight responsibilities and gives the municipal administration correspondingly greater discretion over municipal expenditures.

- The central government's continuing failure to adopt a new law defining municipal property and giving municipalities appropriate power to manage and dispose of that property limits municipalities' ability to manage their resources appropriately in light of local needs.

2.1.3 Recommendations

USAID may wish to consider support for the following activities in the areas of intergovernmental finance and local government financial management:

- Improved and clarified municipal revenue and expenditure assignments, concentrating on efforts at the central government level to evaluate overall current municipal revenue assignments in light of overall municipal expenditure assignments and to develop a coherent policy with respect to those assignments.

- Building the capacity of central government to perform fiscal impact analyses to estimate the municipal revenue impact of proposed changes in revenue assignments, collection rates, tax bases and rates, etc. and the economic impact on tax- and rate-payers, including both households and businesses.

- Continuing efforts to build the capacity of MoF to collect, analyze, and publicize municipal budget and budget execution data.

- Efforts to build the capacity of MoF and other central government bodies to increase the accuracy and transparency of collection and distribution to municipalities of shared revenues.
- Although MoF has displayed little interest in this issue to date, USAID should also consider support to MoF and municipalities to redesign the current equalization grant formula and allocation system, as administered by the LGFC, to eliminate the current incentives to municipalities to under-report revenues and overstate expenditures and to provide multiple inconsistent statements of revenues and expenditures to the LLGF and MoF departments.
- Building the internal audit capacity of municipalities and the capacity of the private sector to audit municipalities on behalf of the central government and municipalities.
- Support for municipal administrations and assemblies to build their capacities for developing budget policies, preparing budgets (including revenue and expenditure forecasting and preparing program budgets, multi-year budgets and capital budgets), and managing revenues and expenditures (including accrual-basis accounting), and debt.
- Continuing its efforts to enhance municipalities' capacity to collect own-source revenues, particularly the tax on real estate, by improving central government regulations and guidelines regarding assessment and enforcement and improving municipal real estate tax data bases, harmonization of municipal real estate tax data bases with the Republic cadastre and other real estate records, and improving the ability of municipalities to enforce municipal tax, fee, and charge payment obligations through administrative and judicial procedures that provide adequate procedural protections for tax- and rate-payers.
- If and when a new law governing municipal property is adopted, giving municipalities control over the management and disposition of their assets, support for enhancing municipalities' asset management capacities.

2.2 Implementation of key decentralization laws at Republic and municipal levels

Much of the GLG project's work under this component involved support for the development of laws and regulations, at the Republic and municipal levels, required to implement the key 2003 decentralization laws. The GLG project worked primarily with the MoF, MoJ and legislative working groups formed by Republic-level ministries, UMM, AMWWA, and municipalities to identify the key laws and regulations needed to complete the legal and regulatory framework for decentralized local governance; prepare comments on proposed legislation; prepare proposed draft regulations; and provide training and capacity-building for municipalities and local civil society organization in preparing draft local ordinances for adoption and organizing the public debate on those ordinances.

2.2.1 Key GLG project achievements

The most important achievements of the GLG project in improving the legal and regulatory environment for decentralization include the following:

- GLG developed detailed recommendations for harmonizing 86 laws with the Law on Local Governance, as required by the Law on Local Governance. The laws were divided into groups by field of regulation with an explanation why each law must be harmonized with the Law on Local Governance. These recommendations were submitted to all counterparts, including MoJ, MoF, and UMM.

- GLG provided comments on key draft legislation affecting decentralization and local governance and submitted those comments to the Republic level working groups preparing the draft laws and to other key counterparts. Those draft laws included the Law on Participation of the Private Sector for the Delivery of Public Services, the Law on the Capital, the Law on State Property, the Law on Public Procurement, the Law on Local Communal Fees the Law on Water, and the Law on Water Services.
- Working with UMM, GLG developed several model municipal ordinances required by the Law on Local Governance for municipalities to adopt. These include model ordinances on municipal assembly procedure, neighborhood districts, public debate, and the council for development and protection of local governance. Most municipalities modified these model ordinances and adopted them during the project.
- Five municipalities organized public debate on a draft municipal ordinance. Under the Law on Local Governance, key municipal assembly decisions must be preceded by a public debate. The GLG project worked with municipal working groups comprising representatives of the municipality and civil society to prepare a draft ordinance and then organize public debate on the ordinance. The results and lessons learned were presented at a final workshop for participating municipalities and representatives of other municipalities.

2.2.2 Lessons Learned

The lessons learned from the GLG project's work on the legal and regulatory environment for decentralization include the following:

- The GLG project's work at the Republic level on proposed laws and regulations related to decentralization and local governance has had relatively poor results, for a number of reasons. There is little commitment or capacity at the highest levels of the Government of Montenegro to harmonize other laws and regulations with the key 2003 decentralization laws or to adopt the required implementing regulations or to coordinate the preparation by various ministries and other Republic bodies of laws and regulations affecting decentralization and local governance. There is little opportunity for key stakeholders or civil society organizations to have a meaningful influence in the development of new laws or regulations. The level of legislative drafting skills among members of working groups is very low.
- The results of the GLG project's work with UMM, municipalities, and local civil society organizations on the development of model municipal ordinances and the preparation of, and

organization of public debate on, specific municipal ordinances has generally been more successful.

- Montenegrin laws and regulation generally lack effective enforcement provisions, and ministries and other government bodies tend to avoid attempting to enforce laws and regulations even when those enforcement provisions exist.

2.2.3 Recommendations

Based on the lessons learned from the GLG project's work in supporting the development of the legal and regulatory framework for implementing the key decentralization laws, USAID/Montenegro may wish to consider the following recommendations for future work in this area:

- After the referendum on independence in the Spring of 2006 and, assuming the referendum supports independence, the general election that will follow that referendum, it may be possible to pursue reform of the legal and regulatory environment further with the new Government, if it displays the political will to move ahead in this area and, in particular, to take an active role in coordination the development and implementation of decentralization and local governance policy.
- Greater focus on facilitating active stakeholder and general civil society participation (especially the business community) in the preparation of Republic-level laws and regulations and of municipal ordinances, at points in the process when such participation could be effective, could produce more results than detailed comments by USAID/Montenegro implementers on proposed laws and regulations.
- Training for personnel of Republic-level ministries and other governmental bodies (especially from MoF, MoJ, Ministry of Environmental Protection and Spatial Planning, and the Agency for Water) and of municipal administrations, as well as members of the Republic Parliament and of municipal assemblies, in basic legislative drafting skills in general and enforcement provisions and mechanisms in particular could prove useful.

2.3 Public awareness and participation in local governance

During project year 1, this component of the GLG project focused on preparing assessments of all 21 municipalities, outlining their geography and demography, their economic base, the condition of their infrastructure, and other existing conditions. This work helped guide the preparation of participatory medium-turn strategic plans for 20 municipalities (excluding Podgorica) and the Tuzi and Golubovci districts of Podgorica, also supported by this component of the GLG project in partnership with the USAID/Montenegro CRDA project implementers,.

During project year 2, public awareness and participation in local governance became a cross-cutting theme of two other components of the project - implementation of key decentralization laws at the municipal level and Communal enterprise management and service delivery. The GLG project provided training and technical assistance to municipalities to help them create strategies for promoting public awareness and citizen participation in local government decision-making, especially in preparing municipal ordinances required for full implementation of the Law on Local Governance and obtaining public input about those ordinances before adoption by the municipal assembly. The GLG project also provided technical assistance to municipal water works to raise public awareness of water works operation, and provided training to municipal assemblies regarding their role in the municipal budgeting process and on soliciting public input in municipal government decision-making.

2.3.1 Key GLG project achievements

The most important achievements of this component of the GLG project include the following:

- Eleven municipal assemblies formally adopted strategic plans.
- Municipal economic development priorities described in their strategic plans are being addressed through infrastructure and projects stimulating growth of private enterprise and employment.
- USAID/Montenegro CRDA-E implementers are now following up on implementation of municipal strategic plans, focusing on implementation of the more feasible of the identified economic development priorities.
- Three municipalities developed capital investment plans
- The GLG project prepared a "Compendium of Best Practices, Tools and Models for Involving Citizens in Conducting Public Affairs" and widely distributed it to municipal officials, NGOs and other stakeholders engaged in involving citizens in local decision making. This compendium also serves as training material for municipal officials and elected representatives.
- Five municipalities developed ordinances required by the Law on Local Governance with public involvement and conducted a well-defined and structured public debate process, as required by that Law.
- Eleven municipal water works developed and implemented public awareness campaigns to educate customers on various topics and consequently communicate and consult with them in order to improve technical and financial performance of water supply systems.

2.3.2 Lessons learned

Lessons learned regarding public awareness and participation in local governance include the following:

- Municipal strategic planning requires more intensive analysis of the existing conditions in a municipality than the GLG project was able to provide, and the strategic planning process itself, particularly if it is to have meaningful public participation, requires more training of civil society organizations and municipal officials than the GLG project was able to provide. Most of the municipalities that took on the GLG/CRDA strategic planning process did so only in order to be eligible for CRDA funding of projects on their "wish lists", and not to marshal or allocate their own resources.

SUCCESS STORY:
Series of Public Debates on Ordinance on Citizen Participation

Podgorica, Nov 15. 2004 - Municipality of Podgorica and Urban Institute organized Public debate on two important Ordinances regarding citizen participation mechanisms and techniques: Ordinance on Citizen Participation in the Local Affairs and Ordinance on Neighborhood Districts.

The Public debate in downtown Podgorica gathered a huge participation of relevant professional and civil public (representatives of Podgorica municipality, representatives from Ministry of Justice, representatives of Union of Montenegrin Municipalities, representatives of neighborhood districts NGOs and international organizations concerned with local governance issues and citizen participation, as well as citizens interested to observe and actively participate in the discussion). Urban Institute legal representatives expresses their support to continuing efforts of Podgorica municipality staff on developing mentioned Ordinance. In addition we stressed importance of those ordinances, as initial steps in enhancing citizen participation and collaboration and partnership of community members.

The discussion on the Ordinances was all inclusive and provoked a number of proposals and suggestions to drafters. The suggestions were very useful and will be considered by drafting team. The final report on Ordinances will be issued at the end of the public debate sessions. More info can be found at official Podgorica web site.

This was one of the number of public debates on municipal Ordinances, organized by GLG with local authorities throughout Montenegro.

- The strategic planning process showed that municipalities have many common interests that they could advocate and lobby for to the central government but that they are in most cases hesitant to do so, either separately or through a regional association, or through UMM.
- Most municipalities and municipal public enterprises are still not fully-aware of their role as public service providers meeting citizens' needs.
- The participants in the municipal ordinance drafting and public debate planning program, which involved citizens' representatives in the working group teams and the participation of a wider range of municipal and civil society stakeholders, found the process very useful, not only with respect to the improved quality of the resulting ordinances and public debate but also with respect to enhancing communication between the municipality and citizens, strengthening local communities, and generating new community-initiated ideas. All five municipalities that participated in this program have subsequently applied their newly-gained skills to the development of other municipal ordinances or projects. Participating municipalities no longer consider citizen participation simply as a legal requirement, but also as a tool for gathering community support for common goals.
- The public awareness campaigns of Montenegrin water works are starting to show results that are being measured by the outcome indicators developed as part of their public awareness campaign plans, enabling water works to take appropriate corrective steps to respond to customer needs and to redefine their public awareness strategies, if necessary.

2.3.3 Recommendations

USAID may wish to consider support for the following activities in the area of public awareness and participation in local governance:

- USAID should consider incorporating a public participation component in all future programs of assistance for municipalities, and to focus those programs on participating pilot municipalities that demonstrate a sustained commitment to public participation in a wide range of municipal decision-making.
- USAID should consider including in such programs training and capacity-building for local civil society organizations, especially in the areas of public outreach and education, lobbying and advocacy, policy analysis and development, and financial management and fund-raising.
- USAID should consider programs to assist municipalities and UMM to develop their lobbying and advocacy capacities.
- USAID should consider providing continuing support to municipal water works to continue and improve their public awareness campaigns and other forms of public outreach, including period customer satisfaction surveys, public presentations and consultations, and standing working groups with customer representatives.

2.4 Communal enterprise management and service delivery

With help from the GLG project in the form of training, capacity-building, and procurement of specialized equipment and software, Montenegrin water works have introduced a series technical, operational and financial changes that will help improve water supply services to customers as well as the long-term financial viability of the water works. These changes include the development implementation of action plans for improving financial, technical and management operations; use of equipment for finding leaks in the water supply distribution system so that operating costs can be reduced by repairing leaks; use of new billing and collection software to streamline billing and customer tracking; use of Geographical Information System (GIS) hardware and software that makes it easier to track physical changes in the water supply and wastewater system; design and

implementation of public awareness campaigns to educate customers regarding the need to pay water bills, conserve water, and other issues important to particular water works and their customers; and performance indicator benchmarking by the Republic Water Directorate, in cooperation with selected municipal water works, to enable water works to measure their performance compared to the performance standards of other water works in Montenegro, the Balkan region, and other countries.

2.4.1 Key GLG project achievements

Key GLG project accomplishments under the communal services component include the following:

- Five demonstration water works have measurably and comprehensively improved their financial, technical, and human resource management systems.
- With provision of IT equipment, software, and training by GLG, 10 municipal water works improved their billing and collection to help improve their financial management systems.
- With GIS IT equipment, software, and training by GLG, five municipal water works and AMWWA have improved their technical management and performance of municipal water supply systems.
- With GLG assistance, AMWWA developed and is implementing a three-year strategic plan which will enable it to better serve the needs of its members and represent their interests to the Republic government and ministries.
- GLG developed and is implementing a Republic-wide municipal water works performance indicator benchmarking program through the Republic-level Water Directorate.
- With leak detection equipment and training by GLG, six municipal water works have executed contracts with neighboring water works for sharing leak detection equipment and expertise. This is part of a strategy to reduce unaccounted-for-water (UFW) and improve the technical and financial management and operational performance of municipal water supply systems.
- Eleven municipal water works developed and implemented public awareness campaigns on topics including water conservation, protection of water sources, tariff increases, payment of bills, and illegal connections, to improve the overall understanding of customers regarding water supply services, resulting in better technical and financial performance of municipal water supply systems.
- The country's first municipal water works customer service offices began operations in Pljevlja, in the

| **SUCCESS STORY:** |

| **Water works receive New Leak Detection Equipment** |

Podgorica, April 19 2005 - Water supply improvement is largely recognized as an essential area of technical assistance to municipalities and local water works. Recently, the GLG project provided six water works (Podgorica, Bar, Herceg Novi, Danilovgrad, Pljevlja, Rozaje) with leak detection equipment, which helps locate pipeline leakages. Subsequent repairs will reduce losses within the system, which reportedly over 60% at some water works. The equipment was purchased from German company SebaKMT for a total amount of Eur 80.000.

Field detection of water distribution leakages with new sonar equipment improves field crew efficiency and saves cost of network maintenance

Each water work receiving the leak detection equipment, participated in a one-week training program, which included a demonstration of the new leak detection equipment in Podgorica. Goran Ignjatovic, GLG communal services advisor for water supply, explained that Podgorica water works will its share leak detection equipment with water works of neighboring municipalities, as defined in a Memorandum on Understanding signed with the municipalities of Kolasin and Cetinje. "This is modern equipment and it will provide accurate leak detection on pipelines up to 90% certainty. Each set contains correlator, line tracer and geophone, which detects the exact location of leakage or malfunction on any kind of pipeline. Acting according to precise reports from the leak detection field crews, water works repair crews can perform timely repairs in exact locations, without disturbing entire neighborhoods".

northern region of Montenegro. The office enables the water works to communicate more effectively with household and business customers and be more responsive to their needs.

- Five municipal water works implemented customer satisfaction and willingness/ability to pay surveys of household and business customers to help them be more responsive to customer demand.

2.4.2 Lessons learned

Lessons learned from the GLG project's work on communal services management and service delivery include the following:

- Water Works often lack long-term commitment to participation in capacity-building and technical assistance programs, in part because of their inability to absorb assistance from several donor-funded projects (particularly in coastal areas), in part because of continual turnover of water works senior management following municipal elections, and in part because of the pressure of day-to-day problems facing water works staff.
- The momentum for Republic-level reforms in the water and wastewater sector is based on the interests of a very small number of staff members of the ministries responsible for the water sector – the MoE and the Ministry of Agriculture, Forestry, and Water Resources. If and when these few individuals are replaced by others less interested in such reform, this momentum will be lost unless the Government takes a much more active role in overseeing policy development and implementation.
- Municipalities have consistently shown virtually no interest in, or understanding of, the operations of their municipal water enterprises. The ability of donor-funded projects to make significant progress in water sector reform is circumscribed by the lack of municipal interest and involvement. This situation is aggravated by the control by municipalities of water and wastewater system capital investments and repairs and the willingness of donors to finance those investments and repairs without more cooperation and coordination between the municipality and the water works.

SUCCESS STORY:

Opening of Pljevlja waterworks Customer's Service Center

Pljevlja, 22 June – The first Customer Service Center for Montenegrin waterworks have been officially opened in Pljevlja in Kralja Petra I Street, no 32, near by waterworks office. Ribbon cutting ceremony was preformed by Mr. Milan Lekic, General Director Waterworks Pljevlja and Mr. Joe Taggart, Chie officer USAID Montenegro, and attended by Pljevlja Mayor Mr. Radoman Gogic municipality and water works officials, general directors of other waterworks included in GLG initiative on management restructure, representatives of Montengrin Water Agency, Good Local Governance (GLG) Project team of The Urban Institute, media representatives, and citizens of Pljevlja - 22.000 users of water services in Pljevlja.

Opening of Customer Service Centre in Pljevlja is the result of cooperation between USAID's GLG project and Pljevlja Water Works, as part of management restructuring of this essential public utility. Pljevlja Water Works established its Customer Service Centre to enhance service provision to its customers and improve customer communication

Quote: Milan Lekic, General director Waterworks Pljevlja: "I would like to thank The Urban Institute staff and USAID for providing assistance to waterworks in providing computer hardware equipment, billing and collection software, leakage equipment service, geographic information system (GIS) and most importantly to Good Local Governance staff for providing continuous on-sight trainings and pre qualification of waterworks staff. One of the results of these trainings is actually this Waterworks Customer Service Cen, the first one in Montenegro. The service provision has been improved in last years that we have partnered with USAID implementing projects, and this summer I can guarantee to Pljevlja water service in 2005 will be continuous, with no restrictions. Particularly I would like to recognise the efforts of water work staff, that will be providing all needed information and services to Pljevlja citizens."

2.4.3 Recommendations

In its future programs, USAID may wish to consider support for the following activities in the area communal services management and service delivery:

- Continuing support to water works to reduce unaccounted-for water, a key limiting factor in water works' financial sustainability and creditworthiness, including support for customer and

bulk water metering, improved billing and collection procedures, and continuing leak detection and repair programs.

- Continuing support for development and implementation of water works business plans, another key factor to improve water works' financial sustainability and creditworthiness.

- Continuing support for the water works performance benchmarking program, an important tool for water works to improve, and for potential lenders to evaluate, their operational and financial management and performance.

- Support for efforts to help municipalities and municipal water works understand and disentangle the financial relationship and to put in place financial management systems that can track municipal inflows from and outflows to water works and enable municipalities to set water and wastewater tariffs that are more transparent and that take into account true operating and capital costs.

- Continuing support for improved water works customer outreach programs and customer participation in municipal and water works service delivery planning and decision-making, including public awareness campaigns, customer satisfaction surveys and analyses, and transparent tariff-setting rules and procedures.

- Continuing support for improving the policy, legislative, and regulatory framework for water and wastewater service delivery and capital investment, including adoption of municipal ordinances required to implement the Law on Water Supply services and the Law on Water (if and when adopted by the Republic Parliament) and adoption of workable laws and regulations governing the financial and operational relationship between water works and municipalities, private sector participation in delivery of water and wastewater services (existing and proposed laws are inadequate), borrowing by water works and/or water works for capital investments (existing law is inadequate), financial reporting and accounting by municipalities and water works (existing law is inadequate), and water and wastewater tariff-setting.

- If and when the proposed municipal infrastructure revolving fund is established, additional capacity-building support for potential water works borrowers to improve their creditworthiness and debt management capacity.

2.5   Information Technology

The work of the GLG project under this component was aimed, for the most part, at creating the IT Infrastructure at the municipal level required to support the work of other GLG project component provided IT capacity-building for municipalities and training for the municipal and municipal water works staff to enhance the use and productivity of their IT systems for improved municipal financial and administrative management and service delivery.

2.5.1 Key GLG project achievements

Key GLG project accomplishments under the information technology component include the following:

- All 21 municipalities have fully operating IT and networking equipment, including a 24- "computer seat" local area network (LAN) installation and associated wiring for each municipal building; five desk-top computers including basic Windows software applications) and five laser printers; and a server computer for computer network management. All of the equipment was carefully installed and configured.

- All 21 municipalities have up to 10 administrative staff trained in basic and advanced computer software training (use of standard Microsoft Office applications).
- All 21 municipalities have SQL Server 2000 data base management software and related IT hardware enhancements.
- GLG established the first municipal IT User Group for municipal IT staff; facilitated quarterly IT User Group meetings to discuss issues of common interest and new IT solutions and applications; and published a quarterly *IT Bulletin* for municipal administrators and IT staff, the first regular publication of its kind in Montenegro, containing articles contributed by municipal IT staff, GLG project IT specialists, and Montenegrin IT experts. After the conclusion of the GLG project, GTZ and UNDP will provide continuing support to the IT User Group and the *IT Bulletin*.
- All 21 municipalities have a fully operating municipal treasury management system software application, using the SQL Server 2000 database management system and computer hardware also provided by the GLG project.
- Eighteen municipalities each have at least one IT staff member who is capable of managing and maintaining the municipality's IT network. All 24 municipal IT staff members trained by the GLG project who took the examination for Intermediate IT Network Administrator certification passed the examination and received the certification. The GLG project is now completing the training for municipal IT staff members in 10 municipalities to prepare them for the Advanced IT Network Administrator examination and certification. All 21 water works have a basic IT package (one desk-top computer, one printer, and basic software), used mainly by the accounting or technical department, and staff members received one week of basic computer software training.
- Eleven water works have billing and collection software installed and configured by software vendors selected by an open competitive process. The software vendors and the GLG project provided training to appropriate water works staff in the use of the new software.
- Five demonstration water works have GIS (geographic information system) hardware (an enhanced desk top computer and a laser jet printer) and software, and the staff are trained to set up and operate a GIS System. The GLG project also provided a large-scale plotter, a desk top computer, and GIS plotting software to AMWWA so that water works with GIS systems could use the AMWWA equipment to print large-format maps of their distribution systems.

2.5.2 Lessons learned

Lessons learned from the GLG project's work on municipal information technology include the following:

- Training municipal staff in using IT equipment software applications greatly enhances the use and effectiveness of IT equipment donated to municipalities and other recipients.
- Municipal IT staff are very actively involved in the IT User Group and publication of the IT Bulletin. This contributes significantly to their support for, and participation in, IT training and helps municipal IT staff communicate and advocate advanced IT applications to municipal decision-makers.
- IT installations should, whenever possible, allow for future extension and multi-purpose use (e.g. installation of a 24-"computer seat" LAN in a municipality that currently uses on five "seats"; choice of SQL Server 2000 as a common database management system for multiple applications).

- Municipal IT capacity is growing rapidly, and municipalities are very interested in continuous development of their IT staff capacity and in expanding their use of IT into new areas (e.g., electronic banking, data links with MoF, etc.).
- Several donors are active in providing IT assistance and equipment to municipalities and municipal water works. However, there has been little coordination among donors regarding the nature, timing, and beneficiaries of this assistance; opportunities to link, for example, municipal IT systems provided by one donor with water works IT systems provided by another; or standards to ensure compatibility of IT This will make future IT development by the beneficiaries more difficult than it would be with better donor coordination.
- Municipalities and municipal water works are now generally well-equipped with IT software and hardware. However, the availability of additional trainable staff may be a limiting factor in future IT assistance to these beneficiaries.

2.5.3 Recommendations

USAID may wish to consider the following future activities in support of municipal information technology:

- USAID's planning for future programs for IT support to municipalities should include periodic needs assessments, since municipalities' IT needs and capacities are constantly and rapidly developing. Future USAID IT assistance should be conditioned on the beneficiaries having absorbed and put to productive use previous USAID assistance in this area.
- Continue to build the IT capacity of municipalities through training and provision of IT equipment, but should do so in small steps closely related to their existing staff and equipment capacities and in ways that would support clearly-defined improvements in municipal management (e.g., implementation of a data link between municipalities and MoF and other central government bodies with control over and information about municipal financial resources; provision of IT solutions for municipal management tasks beyond financial management, such as human resources management, asset management, capital investment project management. etc.).
- To the extent that other donors (e.g., UNDP, GTZ) do not do so, support municipal IT seminars, training, newsletters and other publications, and to solicit additional support for those activities from regional private sector firms (IT hardware and software designers, manufacturers, and distributors, etc.) and from academic institutions.
- Improving communication and networking among municipalities and between municipalities and municipal water works and municipalities and MoF, the Department for Real Estate (Republic cadastre), and other Republic-level bodies, by supporting the installation and use of broadband internet equipment and associated IT hardware.
- Focus future IT assistance to municipalities and water works on areas that will help them improve their financial management capacities and creditworthiness (e.g., simple multi-year budgeting software, real estate tax assessment, billing, and collection software; water and wastewater tariff billing and collection software; capital investment planning and debt management software, etc.)

3   GLG project training activities

Annex III to this Final Report briefly describes GLG project training activities during project years 1 and project year 2 to 15 February 2006. During this period, the GLG project trained a total of 2,192

municipality and municipal water works staff, of whom 673 (31%) were female. By GLG project component, the numbers of trainees were as follows:

- Integrated municipal finance: 600 (242 (40%) female)
- Legal environment: 250 (13 (5%) female)
- Communal services: 476 (105 (22%) female)

4 GLG project deliverables and other project documents

Annex IV to this Final Report briefly describes GLG project reports, documents, and contract deliverables produced during project year 1 and project year 2 to 15 February 2006.. Annex IV identifies the GLG project component under which each project report or document was produced; the languages (English or local language) in which each is available, and the nature or the report or other document (e.g., report, PowerPoint presentation, workshop or training agenda, etc.)

After consultation with USAID/Montenegro, the GLG project will make and distribute to local institutions, organizations, and government bodies sets of CD-ROMs containing copies (in both languages) of all GLG project reports and other documents. Possible recipients include MoF, MoJ, MoE, the Republic Agency for Water, AMWWA, UMM, the new University for Public Administration, all 21 municipalities, and all 21 municipal water works.

After consultation with USAID/Montenegro, The Urban Institute will submit selected GLG project reports and other documents for inclusion in the USAID Development Experience Clearinghouse.

ANNEX I
Project year 1 work plan –
status as of 31 December 2004

| GLG project |
| Year 1 work plan |

Component/Task/Subtask	Work Products	Benchmarks	Results	Status as of 31 December 2004
1. LEGISLATIVE AND REGULATORY ENVIRONMENT				
1. A. Review and improvement of local self government regulation to enhance citizen participation				
1.A.1. Setting up for business				
1.A.1.a. Conduct related baseline assessment of Local Self Government Laws in Draft and Final Form to Identify opportunities for citizen participation, e.g., Law on Local Self Government, Law on Local Government Finance, Direct Election of Mayors, and Law on State Administration enacted and Law on Territorial Organization (drafted)	Summary report on findings	Baseline indicators on legal requirements for CP	Information for Year 1 Work Plan	*1.A.1.a. Objective met. Laws in draft, as well as laws in final forms were reviewed in order to identify opportunities for citizen participation and the summary report was created. It served as a background for sketching the baseline indicators for legal requirement.*
1.A.1.b. Possible Supplementary Survey of municipalities to clarify need or interest and priorities for increasing citizen participation to implement the new laws.	Survey Report	Report Submission	Identification of Priorities for Changes in the Laws on Local Self-Government	*1.A.1.b. Objective met. Survey on the citizens' involvement in decision making, as well as municipalities' needs for training was conducted at the very beginning of the project. Survey report served as the background for drafting the Component 2 strategy, primarily in terms of meeting priorities for citizen participation and capacity building within the local governments.*
1.A.1.c.Defining of the relations with partners: Ministry of Justice, UMM, Municipalities, other.			Clear role of partners in the process.	*1.A.1.c. Objective met. All partners were met and the roles and relations were defined. However, mechanisms and tools of collaboration with partners were not set at that point.*
1.A.1.d.Defining of mechanisms and tools of collaboration with partners.			Mechanisms defined.	*1.A.1.d. Objective met. Persons responsible identified and authorized to coordinate common activities*
1.A.1.e. Establishing of the Working Group for Component 1 Task A1 and C2.	Agreement on composition, roles and responsibilities of the Working Group.		Body that is to coordinate mutual activities in Component 1 non financial part and Component 2 established.	*1.A.1.e. Objective met. Working group established.*
1.A.1.f. Setting of the priorities in legislative framework and citizens' participation for second half of 2004.	List of priorities		Partners aware of the priorities	*1.A.1.f. Objective met. Ordinance on citizen participation defined as priority. UMM produced Model Ordinance, GLG commented. Ordinance adopted in 2 municipalities. In addition, UMM produced Model Local Assembly Rule Book with comments of GLG. Big number of GLG comments adopted. One municipality adopted the Rule Book. UMM produced Ordinance on Local Assembly Committees. GLG participated in the developing of concept.*
1.A.2.a. Assessment of the Republican legislation that should be amended and harmonized with Law on Local Self Government.	Initial list of Laws that should be harmonized and adjusted.		Rough picture of the legislation that should be amended.	*1. A. 2. a. Objective partially met. Initial list distributed to all stakeholders several times. There has been no proper respond.*
1.A.2.b. Defining of the priority Laws that should be amended and harmonized with LLSG and priority municipal regulation.	List of priorities agreed, submitted to GoM		GoM informed with priorities.	*1.A.2.b. Law on local property ongoing. Law on Capital ongoing. Law on territorial division ongoing.*
1.A.2.c. Research and comparative analysis of priority Laws, particularly the status of service provisions	Report		Partners informed with standards and requirements that are to be satisfied.	*Ongoing*

1.A.2.d. Preparatory work for the developing the Law on Local Government Property including stakeholder analysis and consensus on the concept of the Law.	First draft of the Law	Submission to Ministry of Justice, Ministry of Finance, DRE	Consideration for enactment	*Ongoing*
1.A.2.e. Preparatory work for the developing of the Law on Local Election including stakeholder analysis and consensus on the concept of the Law.	First draft of the Law	Submission to Ministry of Justice, Secretariat for Legislation	Consideration for enactment	*Not started. (No enough will)*
1.A.2.f. Preparatory work for the developing of the Law on Territorial Division including stakeholder analysis and consensus on the concept of the Law.	First drat of the Law	Submission to Ministry of Justice,	Consideration for enactment	*Ongoing*
1.A.3.a. Assist in Preparation & Promulgation of Selected Regulations/Sub-laws, for the Law on Local Self-Government LLG, e.g., to Create MDAC/Development Councils including stakeholder analysis and consensus on the concept of the Law.	Regulations, Sub-Laws	Submission to Ministry of Justice	Consideration by Municipalities for Adoption	*Moved into 2005.*
1.A.3.b. Assist in preparation of the regulation for implementing of important Republican Laws (Law on Public Administration, Law on Civil Servants,) including stakeholder analysis and consensus on the concept of the Law.	Regulations, Sub-Laws		Consideration by Municipalities for Adoption	*Moved into 2005.*
1.A.3.c. Assist in Drafting Selected Model Local Ordinances/Policies to Establish Local Self-Governance including stakeholder analysis and consensus on the concept of the Law.	Model Local Ordinances/Policies prepared	Distribution to Municipalities	Consideration for Enactment	*Moved into 2005.*
1.A.3.d.Forum on Implementation of Law of Local Self-Governance and Related Laws.	Evaluation Report	Setting Agenda for Further Action by GLG		*Moved into 2005.*
1.B. Policy Dialog on Local and Intergovernmental Finance				
1.B.1. Provide Institutional Support for Intergovernmental Finance Policy Dialog				
1.B.1.a. Establish a Working Group on Local and Intergovernmental Finance. Members include representatives of demonstration sites, UMM Finance Commission, MoF, MoJ; will be supported by GLG staff.	Finance policy calendar. Meeting reports.	Work plan discussed with WG members	Active working group established	*1.B.1.a Objective met. Dep. Pr. Min. Ivanisevic convened Interministerial Conference in June 2004 which was attended by USAID, UMM Pres Milosevic, Min. Sturanovic (Jus), DM Mihailovic, UMM. . GLG presentation included international policy objectives. No further meetings were reconvened in 2004, despite heavy USAID lobbying. GLG then directed its support through regular comments on ERA reviews and support to Ministry of Finance Coordinating Body.*

1.B.1.b. Case studies from CEE countries on the role and experience in implementing local and intergovernmental finance reform	Case studies completed on the process followed in Albania, Poland and Romania to make decisions about decentralization	Case studies (2) delivered to Working Group	Working group members form a common understanding of International experience on local and intergovernmental finance reform	*1.B.1.b. Objective exceeded. GLG sponsored three regional study tours. The first sent three municipal tax officials (Danilovgrad, Bijelo Polje, and Kotor, plus local UI advisor (B.Vusurovic) to USAID/Soros Skopje property tax conference which shared experiences of Balkan tax officials, in May 2004 (see participant report). GLG also sponsored three members of Local Government Finance Commission (LGFC) (Gospic-Plevlja, Bojadzic-Bijelo Polje, Radunovic-MoF) plus local advisors V. Karadzic, D.Radanovic, N.Obradovic, and T.Spofford) to attend Nov 2004 workshop in Belgrade on "Reforming Fiscal Equalization in SE Europe". UI consultant J. Pigey presented paper on "Experiences and Lessons Learned from Montenegrin Equalization System". Paper later delivered to members of Montenegro Local Government Finance Commission. At the request of Soros Foundation, GLG identified and supported three GoM officials (Vanja Dedic* – Ministry for Education, Advisor and Head of Department for General Affairs; Dragan Miranovic* - Director of Civil Engineering High School, Podgorica; and Marko Jokić* – Director of Medical High Podgorica) to attend USAID/SOROS education decentralization workshop in Sophia in 2004.*
1.B.1.c. Overview of municipal and intergovernmental finance principles which can be used to guide Working Group discussions on specific reform proposals.	Presentation	Presentation to Working Group delivered	Based on that understanding Working Group develops agenda for policy analysis and dialog through June shared, objective definition of what will constitute the "success" of the process of decentralization	*1.B.1.c Objective met. GLG presented PowerPoint presentation to Interministerial Task Force in June 04 that included key principles of intergovernmental finance and supported Ministerial Coordinating Body thereafter in 2005.*
1.B.1.d. Technical assistance to the Local Government Finance Commission		Agreed SOW for TA		*1.B.1d. Objective met. Technical assistance provided to LGFC through study tour (1.B.1.c) and through regional practices report written by Julian Pigey for USAID/SOROS workshop and provided to LGFC, afterward.*
1.B.2. *Develop Analytic Framework for Policy Dialog on Local and Intergovernmental Finance Reform*				
1.B.2.a. Investigation into: Legal framework provisions governing assignment of responsibility among municipalities, municipal public service enterprises and Republic of Montenegro for delivering and funding essential local services. Legal framework provisions governing assignment of revenue sources to municipalities	A comprehensive assessment of legal framework governing assignment of service delivery responsibility and revenue and authority in Montenegro	SOW agreed Researcher assigned Draft produced Final draft accepted Report presented to Working Group Working Group accepts report	Municipal and Republic counterparts form a common understanding of: Legal assignment of expenditure responsibility and revenue authority. Current situation regarding municipal expenditure/revenue structures involving all institutions active at the municipal level. Counterparts develop common understanding of a sustainable balanced budget. Approach applied to municipalities using data obtained through activity 1.B.2. Stakeholders develop common understanding of budget performance 2004	*1.B.2.a Objective postponed. This objective was postponed until 2005 and is addressed through GLG status report on fiscal decentralization delivered to GoM.*

1.B.2.b. Collection of data from all municipalities on their own revenues and expenditures plus those of municipal public institutions and companies involved in delivering and funding essential local public services Report will serve as common factual point of reference for understanding recent municipal revenue and expenditure performance. Covers 2002-2003. Extend data collection to cover 2004 year to date results through June, and unpaid bills data. Field testing / verification of full dataset	Sample report for three representative municipalities (selected from among the eight pilot cities) Data for 18 remaining municipalities Full dataset completed. Full dataset validated	Preliminary results discussed in Working Group. Complete results discussed in working Group. Full data published and distributed through Working Group. Full validated dataset distributed to all counterparts		*1.B.2.b Objective exceeded (including 2005 activity). Municipal financial data collected for every municipality through 2004. Data in 2005 was published on Ministerial web site and validated through extensive recollection efforts of MoF. Initial report on 21 municipalities consolidated financial reports was presented to mayors and staff in June 2004 at Cetinje roundtable and provided first-ever financial consolidated reporting of all municipal departments, agencies, institutions and enterprises.*
1.B.2.c. Development of a report on the essential attributes of a sustainably balanced budget and how this differs from current Montenegrin practice of a cash-based budget execution. Implications for reform of practices, for legal and policy framework, for intergovernmental finance and for budget accounting. Elaboration using actual municipal level data from Task 1.B.2.b	Initial report describing basic concepts and methods accompanied by a template. Individual municipality presentations	Discussion in Working Group. Finance demonstration site presentations completed. 21 municipal presentations completed		*1.B.2.c Objective postponed to 2005. Will be addressed through budgeting and financial reporting regulations and guidelines and through budget studies performed with pilot municipalities.*
1.B.2.e. Collection, presentation and analysis of data from all 21 municipalities on 1st six months 2004 budget execution results. Analysis will note issues and patterns.	Budget Execution Monitoring & Analysis Report	Report vetted in draft in Working Group, then distributed to all stakeholders		*1.B.2.e Objective met. Data collected for all 21 municipalities in activity 1.B.2.a. through all of 2004 (including some work in 2005). Data analysis presented to president of Union of Montenegrin Municipalities by GLG advisor F. Conway in Oct*
1.B.3. Policy Dialog Events				
1.B.3.a. Initial presentation on "best practices" in equalization (based on CEE cases developed under activity 1.B.1, above)	Presentation on "best practices". Agenda of issues/questions to address to improve performance of Montenegrin equalization practice	Presentation delivered to Working Group. Agenda prepared, discussed and accepted in Working Group	(Through national conference) broad public commitment to proposed reforms is developed. Finance Steering Committee endorses proposed policy reform measures and transmits to appropriate ministry or legislative body for action. Working Group develops proposed policy reform measures. Working Group modifies proposed reform measures accordingly	*1.B.3.a. Objective met. Pigey case paper on Montenegrin equalization practice presented to LGFC in December. (Follow-up report and presentation made in 2005).*
1.B.3.b. Stakeholder roundtable on municipal services delivery responsibility and expenditure structure/authority.	Assessment report. Data from activity 1.B.1. Agenda of issues/questions to address	Roundtable held		*1.B.3.b. Objective postponed until 2005 when sample service agreements and budget development and reporting regulations will be developed to develop clear financial responsibility and reporting of municipal services.*
1.B.3.c. Stakeholders roundtable on issues in municipal revenues and tax administration capacity, as well as review of equalization formula theory and practice (with comparisons to other countries)	Assessment report. Data from activity 1.B.1. Agenda of issues/questions to address	Roundtable held		*1.B.3.c. Objective postponed until 2005. Fall workshop on assessment reform held in Kotor and led to Almy reforms submitted in 2005. Reforms for equalization transfers delivered in 2005.*
1.B.3.d Stakeholders roundtable on municipal budget process and local public property	Assessment report. Data from activity 1.B.1. Agenda of issues/questions to address	Roundtable held		*1.B.3.d. Objective postponed to 2005. (In March and June 2005 GLG advisor P.Rosenberg led working group on budget development and Reporting. GLG advisor P. Epstein delivered local property reform presentation to MoF working group in 2005*

1.B.3.e. Stakeholders roundtable to develop consensus reform agenda for most important amendments to LLGF	GLG report summarizing key outcomes of roundtable	Roundtable held. Report produced & distributed to stakeholders		*1.B.3.e. Objective met. Roundtable held in June 04 in Cetinje, including MoF, municipal and MoJ representatives, identified over 20 reforms required for local government finance – including LLGF.*
1.B.3.f. National conference on proposed legal framework reforms for municipal / intergovernmental finance. In addition to representatives from the municipalities and republican government, the conference will include media, NGOs and other donors.	Conference agenda. Handouts. PowerPoint presentations. Conference report	Conference held. Conference report produced		*1.B.3.f. Objective not met. Conference cancelled due to COP illness and departure*
1.B.4. Data Support for Policy Dialog				
1.B.4.a. Team with IMF to introduce IMF Code of Good Conduct on Fiscal Transparency to Republic of Montenegro	Report with Commentary on IMF Code of Good Conduct on Fiscal Transparency and its applicability to Montenegro	Report produced. Report discussed in Working Group. Report distributed to stakeholders	MoF issues guidelines requiring periodic reporting by all municipalities of data relevant to analysis of situation regarding sustainably balanced budget	*1.B.4.a. Objective postponed until 2005 when GLG teamed with IMF to support municipal financial reporting and posting of reports on MoF web site.*
1.B.4.b. Establish data access protocol to support regular municipal access to municipal and republic finance performance data.	Memorandum of agreement executed among republic and municipal custodians of data to release and share among parties to the agreement.		Improved public access to all municipal and republic financial data.	*1.B.4.b. Objective postponed until 2005 when municipal financial reports were posted to MoF web site.*
1.B.4.c. Draft and propose public records law. Law would assure citizen right to access all documents of republic, municipality, extra budgetary funds, or other entities which are not determined under fair and reasonable procedures to be confidential matters.	Draft public records law		Municipalities begin to report consistent with guidance	*1.B.4.c. Objective transferred to Component 2.*
1.B.4.d. Support to define and implement periodic municipal financial reporting to Ministry of Finance.	Report defining recommended content and frequency of municipal budget execution reporting to MoF	Annual reporting format & content defined. Quarterly / periodic reporting format / content defined	Appropriate standardized budget execution reporting is institutionalized and available to all interested counterparts.	*1.B.4.d Objective postponed until 2005 when reporting regulations and formats were developed and delivered to MoF*
1.B.4.e. Institutionalization of Quarterly Budget Execution Monitoring Report at a counterpart institution (UMM Finance Commission, Local Government Finance Commission, MoF, ISSP or another think tank).	3rd Quarter Budget Execution Monitoring Report prepared by counterpart	Counterpart institution takes on production of Quarterly Budget Execution Monitoring Report	Increased local capacity for data collection and analysis.	*1.B.4.e. Objective postponed until 2005 when GLG installed a PC within MoF macro unit, provided staff training, and jointly collected end of year data for 2004.*
1.C. Support for Municipal Own-Source Revenue Mobilization				
1.C.1. Establish Reform Framework				
1.C.1.a. Identify and work with 8 demonstration sites on own-source revenue development consistent the new Law on Local Government Finance.	MOU	Signed MOU	Active working group established with reform agenda in place	*1.C.1.a. Objective exceeded. Action plans developed with 7 municipalities for real estate assessment and 9 municipalities for collection.*

1.C.1.b. Policy paper details national legislation or regulations required (with estimated time for adoption) that enables municipalities to implement all 20 own-source or shared revenues.	Policy paper	Policy paper presented to Working Group		*1.C.1.b Objective not achieved. This activity was transferred by then COP to Component 1A and not implemented due to his illness*
1.C.1.c. Establish Municipal Own-Source Revenue Working Group. Members include representatives of demonstration sites, MoF, MoJ; will be supported by GLG staff.	Written self-assessment of existing own/shared local revenues (LR). Written 2-year agenda with 1-2 revenue reform targets. Establish model LR baselines	Selection of 1-2 local revenues for short-term implementation from Law on Communal Fees		*1.C.1.c Objective not achieved. This activity was transferred by then COP to Component 1A and not implemented due to his illness*
1.C.2.a. Workshop on fee setting/pricing (non-water).	Principles and workbooks for municipal fee setting introduced at demonstration workshop		Demonstration sites realize cost recovery from local fees	*1.C.2.a. Objective postponed. This activity was not undertaken in 2004 because priority was placed on reforming delivery of tax bills and establishing collection procedures*
1.C.2.b. Demonstration sites implement model fee structures	1-2 model fee structures approved	Model revenue programs reported by working group		*1.C.2.b Objective postponed. This activity was not undertaken in 2004 because priority was placed on reforming delivery of tax bills and establishing collection procedures*
1.C.3. Implement Local/Republic Structural Reforms for Increased Revenues				
1.C.3.a. Legislative policy workshop for Working Group to identify national legislation and select key elements for modification/completion	UI policy paper. PowerPoint presentation	Workshop summary	Legislative reforms to increase municipal revenues are adopted.	*1.C.3.a. Objective partially met. Workshop held in June 2004. Participants reviewed and presented portions of Laws on Real Estate Tax, Communal Fees, Tax Administration, Local Government Finance, and City Construction Land, which could be subject to review and reform. No consensus for reforms was reached with Ministry of Finance and Ministry of Justice representatives.*
1.C.3.b. Legislative workshop, Working Group reviews and finalizes principles for draft legislative reforms	Principles to guide legislative reform	Consensus on reform principles by stakeholders (Working Group)		*1.C.3.b. Objective postponed. Further activities postponed until Feb 2005 workshop which consolidated proposed reforms in Almy report and presented to MoF officials in written and electronic form*
1.C.3.c. Working Group presents informational workshop for senior officials and legislators.	Legislative policy paper. Handouts. PowerPoint presentation	Workshop summary		*1.C.3.b. Objective postponed. This workshop postponed until Feb 2005. 1.C.3.c Policy paper postponed until 2005*
1.C.4. Improve Municipal Environment: Establish Tax Collection Office				
1.C.4.a. Introductory seminar on model tax/collection & fee payment systems.	PowerPoint presentation. Best practices. Self-assessments	Workshop summary with broad agenda for collection agenda	Increased revenues; reduced compliance costs; increased transparency, accountability, and reporting; and reduced opportunities for corrupt practices.	*1.C.4.a. Objective met. June workshop prepared and delivered by Pat Doherty and Dave Magor of International Institute for Revenues, Rating and Valuation (IRRV).*

1.C.4.b. Working Group reviews and finalizes draft collectors office manual & procedures that includes: Formal tax commitments to Collector. Consolidated point(s) for payment of taxes and fees. Daily reconciliation turn-over and reporting to Treasury/Accounting	Revise and adopt frameworks for establishing collection offices. Draft collection office procedures manual. Draft office work-plans/budgets.	Office program approved by pilots		*1.C.4.b. Objective met. Sept workshops in Cetinje and Zabljak reviewed and validated Collection Procedures Manual produced by IRRV*
1.C.4.c Specify, design, acquire and implement municipal billing and collection software: Generate general requirements. Review/scan for software availability and assess local capacity for software development. Generate specifications/initiate solicitation. Selection of software. Adaptation/implementation of initial modules (RET). Demo site testing	Written functional requirements. Written report. Spec's, RFP	Demonstration site testing	6-8 additional municipalities adopt program for 2005. Improved collection efficiency, increased revenues. Collectors offices established. Decreased delinquency rates	*1.C.4.c. Objective postponed. Collection Procedures Manual contains one chapter which specifies requirements of billing and collection software. Software review postponed until 2005.*
1.C.4.d. Implementation workshop(s) for 6-8 pilot municipalities to implement collection offices	Work plans. Budgets. Office structures. Job descriptions			*1.C.4.d. Objective met. Work plans and resource requirements developed for collection offices in Sept workshops. Office structures presented in Sep 2005 RE and Revenue Forum by Podgorica and Herceg Novi.*
1.C.4.e. Ongoing implementation assistance to model municipalities	Site reports			*1.C.4.e. Objective met. 5 Pilot municipalities selected (Bar, Budva, Ulcinj, Mojkovac and Pljevlja) for tax billing reform with Post and GLG in Sept 2004 and MOU's signed.*
1.C.4.f. Workshop on collection enforcement including: possible dead bill departments and retroactive billing; possible use of municipal liens; possible payments to post office banks or electric company	Best practices. Self evaluations on current practices. Enforcement procedures and programs	Enforcement procedures and programs adopted		*1.c.4.f. Objective met. Sep IRRV workshops (Cetinje and Zabljak) addressed enforcement procedures. (Material also to be presented in Sep 2004, and Feb 2005 workshops)*
1.C.5. Improve Local Property Tax Administration 2004				
1.C.5.a. Complete assessment of 2003 Real Property Tax implementation; identify lessons for implementation.	Assessment Report		Increased tax coverage and tax revenues	*1.c.5.a. Objective met. Two assessments completed as part of GLG inception (See Putt and Vusurovic; Almy)*
1.C.5.b. Document and disseminate 2003 good local practice, lessons learned, and results.	Dissemination materials	Media coverage; dissemination events; website postings		*1.C.5.b. Objective met. PowerPoint presentations summarize results as part of Berane and Kotor assessment workshops)*
1.C.5.c. Expand tax base via regional tax cadastre workshops.	Property tax manual & Apr/May Cadastre workshops; Forms & guidance memo; Possible public info video	Adoption of procedures by municipalities; media coverage; dissemination events; website postings		*1.C.5.c. Objective met. Tax cadastre materials presented in Berane and Kotor assessment workshops)*
1. D.1.c.i. Improve 2004 declarations.				*1.C.5.c.i Objective met. Declarations data reviewed in Sep Almy workshop held in Kotor which identified data elements required for property tax assessments and detailed in his trip report spreadsheet.*
1.C.5.c.ii Improve field verification/collection procedures				*1.C.5.c.ii Objective met. Field collection procedures incorporated into assessment manual and presented in Berane and Kotor workshops.*

1.C.5.d. Improve assessment fairness via new assessment manual and property assessment workshop.	Oct workshop materials			*1.C.5.d Objective met. Material contained in assessment manual and contained in Berane and Kotor workshops.*
1.C.5.d.i Promote neighborhood zones based on market influences.				*1.5.C.d.i Objective met Material contained and presented in assessment workshops held in Berane and Kotor.*
1.C.5.d.ii. Promote adoption of area-based values for commercial properties.				*1.C.5.d.ii Objective met. Area-based valuation of commercial properties promoted within Berane and Kotor workshops, among others.*
1.C.5.d.iii. Promote market influenced assessments.				*1.c.5.d.iii Objective met. Market influenced assessments promoted within Berane and Kotor workshops (among others) and adopted in recommendations from Feb 2005 valuation methodology workshop – see Almy report*
1.C.5.e. Improve tax assessment appeals process via tax manual and assessment appeals workshop.	Spring workshop materials	Media coverage; dissemination events; website postings; adoption of procedures by municipalities	Improved transparency and documentation of abatements	*1.c.5.e Objective met. Appeals processes contained in Berane and Kotor assessment workshops, among others.*
1.C.6. Improve National Enabling Environment				
1.C.6.a. Form stakeholder Property Tax Working Group.		Group formed	Possible revised law/regulations	*1.C.6.a Objective not achieved. This activity was not pursued in 2004. This activity was transferred by then COP to Component 1A and not implemented due to his illness*
1.C.6.b. Promote CEE exchange.	CEE model practices	Incorporated into Int'l practices workshop		*1.C.6.b Objective met. UI sponsored 3 municipal tax officials (from Danilovgrad, Bijelo Polje, and Kotor) plus local UI advisor to attend USAID/Soros Skopje property tax conference which shared experiences of Balkan tax officials, in May 2004 (see participant report). Also, UI sponsored local UI advisor and US advisor to attend and present at the IRRV international property tax conference in Alicante, Spain 2005*
1.C.6.c. Enhance tax assessment legislation via international practices workshop and draft legislative revisions.	Self-assessments; June workshop materials; principles for draft legislation	Periodic advisory group meetings; stakeholder forum/hearings. For legislation—submittal for inter-min review and to Parliament		*1.C.6.c Objective met. International practices presented during each workshop including international assessment and collection practices.*
1.C.6.d. Policy research on property tax potential and on redundant taxes affecting property.	Research report(s)			*1.C.6.d Objective postponed. This activity postponed until 2005.*
1.C.6.e. Conduct exemption policy research to better understand options to simplify or better target relief: Feasibility/impact of exemptions. Revenue potential under different assumptions	Policy paper			*1.C.6.e Objective not achieved. This activity nullified by GoM when it unilaterally reversed sunset provisions (without public discussion) on real estate exemptions with adoption of Tax on RE transfer, thus removing opportunities to improve exemption policy.*
1.C.6.f. Support national and local policy change based on research and June legislative workshop for such issues as: Consolidation of multiple property taxes. Property assessment according to physical characteristics or use (not ownership, i.e., legal or physical)		National/local action on revised law/regulations		*1.C.6.f Objective postponed This activity postponed until 2005 reports on Valuation Methodology (May 2005) and local taxes and fees (Oct 2005*

1.C.6.g. Help incorporate changes into 2005 implementation preparations.	Guidance materials			*1.C.6.g. Objective not achieved. Ministry of Finance did not wish to pursue systematic change to Valuation Methodology and chose to only address defects identified by Supreme Court decision.*
1.C.7. Local Tax Registry-Preparation for 2005				
1.C.7.a. Explore/promote improved policies and procedures for improved republic government property data transfer to municipalities.	Policy paper/memos	Decisions if any to adopt improved policies/procedures	Increase in accuracy and/or number of registered properties;	*1.c.7.a Objective postponed This activity postponed until 2005 – see work with Maticna Sluzba – on expediting processing of inheritances.*
1.C.7.b. Support implementation of new procedures for 2005 (if possible for Nov. 2004 data transfer).	Revised tax manual	Procedures activated (possibly late 2004)		*1.c.7.b Objective postponed. This activity was postponed until 2005. Activities included review of court software package and suggestions provided to programmers for automating recording of real estate transfers, enlisting support of President of Courts to promote municipal court processing of inheritance claims, and cooperating with the Dept of Development at Min of Planning to exchange vital records databases with 5 pilot municipalities.*
1.C.8. Local Tax Rates and Exemptions—Improved 2004 Practice				
1.C.8.a. Use 2003 experience to motivate rate review with citizen participation.	Guidance documents	Possible local council actions and public hearings	Possible revised local rates and increased revenues. *(Note: Small window for 2004 action)*	*1.C.8.a. Objective not achieved. Late release of Valuation Methodologies by Ministry of Finance in 2004 and 2005 eliminated time available for public hearings. Additionally, in all 5 of pilot municipalities, assemblies were not able to convene timely to review and hear proposals. As of Oct 2005, only two of five pilot assemblies have met to issue local decision on real estate taxes.*
1.C.9. Software Enhancement				
1.C.9.a. Form Software User Group.		Group formed	Software in use for improved tax reporting and administration.	*1.C.9.a. Objective postponed. This activity was postponed until 2005, when presentations were made to city of Podgorica and Budva on software acquisition. Podgorica chose not to pursue this and Budva was deemed not to be a reliable partner.*
1.C.9.b. Develop/support limited enhancements to ICMA software for 2004 tax admin and reporting purposes (such as street listings).	Modified software			*1.C.9.b. Objective not met. This activity was not implemented because software was deemed unsuitable for updating.*
1.C.9.c. Develop/improved valuation & tax assessment software for 2005 (to replace ICMA Software): Specification documents. Possible procurement software dev. Services. Software development and testing. Training on new software for demonstration municipalities	Specification doc. Procurement docs. Software product. User manual	Contract award. Software delivered to demonstration municipalities		*1.C.9.c. Objective postponed. Procurement activity was postponed until 2005. Two packages were then reviewed (Novalistech and Govdedarica from Novi Sad. Novalistech was viewed as too expensive (in light of 2004 GLG funding reductions) for poorer communities and Govdedarica was viewed as too limited. GTZ began implementation of Govdedarica in 2005 for three coastal communities with potential for larger roll-out*
1.C.9.d. Explore integration of software with overall local revenue projection/reporting.				*1.C.9.d. Objective not met. This activity as not implemented see 1.C.9.c, above*
1.C.9.e. Develop software for mass appraisal pilot. (005 implementation)				*1.C.9.e. Objective not met. This activity was not implemented see 1.C.9.c*

1.C.10 Assessment and Billing—Improved 2004 Practice				
1.C.10a. Promote consolidated billing for residential properties (bill "totaling") and other more cost-effective bill preparation and delivery.	Guidance paper(s)/memos	Consolidated bills issued/delivered	More commercial prop tax revenue; More cost-effective bill prep and delivery	*1.C.10.a. Objective met. This topic presented in June 2004 conference, IRRV June and Sept workshops, and implemented through Postal partnership in 2004 and 2005 with 5 pilot municipalities*
1.C.10b. Promote public disclosure of assessment (possible pilot MOU condition).	Guidance paper(s)/memos	Disclosure in effect	Appeals heard and acted on	*1.C.10.c. Objective met. This topic was presented at all workshops held in 2004.*
1.C.10c. Support improved appeal procedures, including training.	Guidance paper(s)/memos; possible public info video; training materials	Appeal processes initiated		*1.C.10.c. Objective met. This topic was presented in Berane and Kotor workshops in 2004.*
1.C.11 Assessment and Billing—Preparation for 2005				
1.C.11.a. Help develop policy for practical commercial and agricultural land assessment.	Policy paper(s)/memo(s)	Policies adopted and promulgated	(As needed) modified MoF instructions and revised local ordinances and procedures in place.	*1.C.11.a. Objective partially met. Reforms of commercial property assessment promoted in all workshops, included in assessment manual, and in Almy 2005 paper detailing proposed reforms to Valuation Methodology. Ministry of Finance never collaborated with Ministry of Agriculture to establish agricultural land values which remained in the domain of Min of Agric)*
1.C.11.b. Help municipalities integrate any new policies into 2005 software, forms, procedures.	Implement guidance docs. local manual revision	Local council actions and hearings as needed.		*1.C.11.b. Objective met. Beginning in fall of 2004 and extending into 2005 GLG performed extensive database reviews and comparisons in five pilots. This comparison of municipal information to three external databases identified properties registered to deceased owners, and identified thousands of potentially untaxed properties, and corrected thousands of incorrect or incomplete addresses, Corrected data was then uploaded into municipal tax databases. The billing process was then transferred to the Post Office for the first time in the pilots.*
1.C.11.d. Conduct audit review of declarations and assessment data of demo municipalities	DQ/audit selection and performance guides; UI assisted DQ analysis			*1.C.11.d. Objective met. This activity was performed in 2004 and 2005 in five pilot billing municipalities. Approximately 10% of properties were found to be owned by deceased persons, typically another 25-50% of potentially untaxed properties were identified, and in one municipality virtually every mailing address was corrected.*
1.C.11.e. Explore possible business plan (pricing strategy) for municipal cooperation with DPR & other agencies				*1.C.11.e. Objective met. This activity was explored in meetings with Dept of Real Estate (DRE) attended by USAID representatives during project inception (DRE). DRE was not viewed as a credible partner by municipal officials or project staff.*

I.E. Development of Municipal Treasuries and Overall Strengthening of Local Government Budgeting and Financial Management				
1.E.1 Creation of Policy Framework and Organizational Structures to Guide and Coordinate Implementation and Demonstrate Results				
I.E.1.a. Establish a Municipal Treasury Working Group (including representatives from 8 demonstration municipalities, Ministry of Finance); supported by GLG staff and consultant resources.	Operational Plan for Implementation of Municipal Treasury developed by the Working Group. Hold regular forums of 8 demonstration sites on the treasury implementation.		Increased cooperation and communication by demonstration municipalities working together to plan and implement municipal treasuries	*1.E.1.a Objective met. Working group formed (Berane, Podgorica, Ulcinj, Niksic, Bar, Andrijevica, & Pljevlja) Urban & Evans selection criteria presented in March 25*
I.E.1.b. Establish treasury group consisting of all 21 municipalities (in conjunction with I.E.2.a) to build competence and obtain support for next year's treasury system rollout	Quarterly presentation of implementation results		Preparation for next year's treasury system rollout	*1.E.1.b Objective met. GLG issued operational plan including: Model organization chart, functions list, position list for municipal Secretary for Finance drafted by GLG and disseminated to all 21 municipalities (Feb) 2.Model Municipal Treasury Directions-drafted by GLG and disseminated to all 21 municipalities (May) 3. Model Treasury Instructions / Accounting Forms drafted by GLG and disseminated to all 21 municipalities (Aug). Initial plan received municipal comments and GLG performed detailed review of plan with municipalities of Podgorica and Bar*
I.E.1.c. Establish Local Legal/Policy and Operational Framework to Authorize and Support Implementation of Municipal Treasury. Review existing regulations: **Accounting Manual and Chart of Accounts** for judgments on appropriateness and provide recommendations for enhancements. Make necessary suggestions on reporting rules and requirements. Assist in developing Municipal Treasury Policy and Directions document to be passed by Assembly, and Municipal Instructions and Forms approved by Secretary for Finance. Assist in creating the new organizational structure for municipal finance office (proposed structure of the Secretariat for Finance). Ongoing review of the local governments staffing issues in finance area – identify possible problems with current resources and skills of employees	Model Municipal Treasury Policy and Directions / simplified and refined "Government Treasury Directions". Model Treasury Instructions / Accounting Forms, manner of completion and examples of completed forms. Model organization chart, functions list, position list for Treasury Unit within municipal Secretary for Finance		Enactment of Municipal Decisions on: Municipal Treasury Policy and Directions; Municipal Treasury Instructions and Forms approved and published; Assembly approved new Secretary for Finance organization to provide for establishment of the Treasury Unit therein	*1.E.1.c. Objective met. Chart review completed, model treasury policy and directions published including organizational structure and implemented by 3 municipalities including Podgorica, Bar, and Berane in 2004.*

1.E.2 Building Financial Management Competence in All 21 Municipalities				
I.E.2.a. Conduct an initial seminar (presentation) on basic treasury functions and procedures for representatives from all municipalities	Questionnaire for participants to clarify their understanding and comments (results will inform training needs assessment)		Increased awareness and knowledge of common treasury systems by all municipalities.	*1.E.2.a Objective met. GLG advisors W Evans and N. Obradovic lead Feb seminar on treasury functions. 57 municipal officials attended workshop.*
I.E.2.b Inventory training needs of municipalities regarding Treasury Management, Cash Management, Collections, and Debt Management. / Training on basic financial control processes	Training needs assessment		All municipal finance officers assess their own and their staff's capabilities in budget and treasury functions and need for training.	*I.E.2.b Objective met. Training needs assessment survey results presented at Feb seminar (see 1.E.2.a). Workshops held*
1.E.2.c Conduct 1-day introductory training for finance officers from all 21 municipalities on how to set up a municipal treasury. Review policies and processes stipulated by the Law and subsequent regulations, provide instructions on how to complete forms; disseminate materials and answer questions	Ten Easy Steps to Implement a Municipal Treasury. Summary of user reaction to the model documents: support, comments, and recommendations	All 21 municipalities. Understand basics and receive model Treasury Implementation documents	Finance officers in all municipalities can identify basic steps to establish a municipal treasury. Package of materials provides a "roadmap" for municipalities and finance officers who say they don't know what to do.	*1.E.2.c Objective met. Ten easy steps presented at intro training on treasury establishment (April, 04) attended by 40 participants. Presentations also on treasury organization, treasury directions, and software implementation.*
1.E.2.d Quarterly workshops for all 21 municipalities to present treasury implementation results in demonstration municipalities and obtain overall support and understanding of the process	Revise and incorporate possible amendments and enhancements to the proposed documents.			*1.E.2.d Objective met. Workshops occurred in April, June, July and August and monthly thereafter through December.*
1.E.3 Intensive TA/Training for 8 Demonstration Municipalities				
1.E.3.a Series of interactive training workshops for finance officers (finance, budget, accounting, and treasury) from demonstration municipalities on cash management. *Establishing a banking relationship:* how to select a bank, prepare a request for banking services; evaluate proposals, pay for bank services and monitor performance; and managing municipal treasury consolidated account to ensure that sufficient funds are available to meet forthcoming requirements, issuance of bank statements, rules and procedures. *Preparing accurate cash flow budgets:* policy and operational aspects of cash collection techniques, payment processes and disbursement methods to insure complete, timely and accurate information and adequate control of inflows and outflows. *Developing forecasts of cash receipts and disbursements.* Also, monitoring actual levels of disbursements and receipts against both the budget estimate and the latest forecasts. Follow-on training workshops to address problem areas, review homework and share experiences, products and results.	Assessment of availability of banking services for municipalities to include: collection & deposit services, disbursement services, security investment services and credit services. Training Materials, Curriculum / Agenda, PowerPoint presentation, Workshop exercises, Workshop evaluation and questionnaire	Finance officers can demonstrate and apply acquired knowledge and skills to meet requirements for operating new budget & treasury systems	Establishment of bank services agreement in each municipality. Adoption of cash management and investment policies and procedures that do not currently exist in municipalities. Creation and analysis of cash flow budget forecasts that will improve municipality's ability to predict cash flows and lessen dependence on short term borrowing and daily prioritizing of payment orders.	*1.E.3.a Objective met. Workshops on establishing banking relationships held in Jul 04 with Bearing Point in Herceg Novi. Topics included Bank Operations for Municipalities; Managing Treasury Consolidated Account; Establishing a Revenue Model within Ministry of Finance; and Final Decommission of ZOP. Cash flow budgets and analysis included in presentations.*

1.E.3.b Series of interactive training workshops for finance officers (finance, budget, accounting, and treasury) from demonstration municipalities in expenditure control, budget accountancy, and financial reporting. *Expenditure Control:* managing the establishment, release and approval of commitments, receipting for goods and services, internal controls, approving payments and any other associated procedures to comply with the Law. *Budgetary Accountancy and Financial Reporting:* payment processing, posting transactions to the ledger (accounting/ treasury system), maintenance of the books and ledgers of the municipality) and financial reporting for internal users such as finance, Mayor, Assembly and external users, the Ministry of Finance, investors, citizens. Follow-on training workshops for finance officers (finance, budget, accounting, and treasury) to address problem areas, review homework and share experiences, products and results	Training materials: Curriculum / Agenda, PowerPoint presentation, Workshop exercises, Workshop evaluation and questionnaire		Adoption of municipal expenditure controls, (including recording commitments against the budget),and budget accountancy policies and procedures will improve accuracy, reliability, of financial reporting and reduces potential for rebalancing manipulation. Specification of internal reporting requirements and level of detail and format for Ministry of Finance reports will improve budget monitoring for internal and external users.	*1.E.3.b Objective met. June workshop in Risen included. & Expenditure Control Policy Document and Expenditure Control, Budget Accounting &Financial Reporting. Presented in cooperation with MoF Treasury and Budget Departments. Eight pilot municipalities attended.*
1.E.3.c Series of interactive training workshops for finance officers (finance, budget, accounting, and treasury) from demonstration municipalities on borrowing and debt management. Borrowing: emphasis on liquidity borrowing within current year budget and avoiding abusive borrowing practices. Day-to day debt management: emphasis on short-term borrowing arrangements and techniques such as bank overdrafts to hold municipal treasury account and prevent any shortfall. Follow-on training workshops for finance officers (finance, budget, accounting, and treasury) to address problem areas, review homework and share experiences, products and results	Training materials: Curriculum / Agenda. PowerPoint presentation. Workshop exercises. Workshop evaluation and questionnaire		Adoption of short term debt management policies will establish good financial management practice and eliminate rolling over short term debt to another year. Establishment of short term liquidity processes and procedures to minimize the need but yet responsibly respond to liquidity needs if justified. Guidance for policy formulation and training	*1.E.3.c Objective met. Topic included in April workshop in Budva.*
1.E.3.d Conduct training seminars for Deputy Mayor & Secretary level officials in demonstration municipalities to deepen their understanding of the above areas (treasury functions, expenditure control, budget accountancy, financial reporting, borrowing and debt management).	Training materials: Curriculum / Agenda. PowerPoint presentation. Workshop exercises. Workshop evaluation and questionnaire. Training materials			*1.E.3.d Objective met. Training provided in implementation workshops conducted for four municipalities at a time, held in Podgorica throughout the fall. All municipalities attended.*
1.E.3.e Improve municipal budget development and budget execution. (periodic distribution of the budget plan; variance analysis; assessment of recurring and nonrecurring revenues and expenses; budget in brief; budget calendar and instructions; adoption of key financial policies; other)	Manuals; Reference documents which show international best practice;			*1.E.3.e Objective deferred and met in 2005 through budget development and reporting regulations and budget development guidelines*

1.E.3.e. Provide technical assistance to municipalities to: Improve local government finance organization structure. Strengthen budget, audit and expenditure and internal controls. Improve budget and financial reporting.	Reports documenting problems and assistance provided		Enactment of more effective and efficient treasury and financial management systems in demonstration municipalities.	*1.E.3.e. Objective met through training cited above and through on-site training provided during software installation and follow-up on-site assistance on forms completion, data entry and reporting. (Podgorica, Bar and Berane completed installation in 2004, all other municipalities received on-site training in 2004 and implemented software and systems in 2005)*
1.E.3.f Document and disseminate 2004 results, best practices, lessons of experience	Documents and reports of best practices by demonstration municipalities. Finance officer presentations. Handouts developed by demonstration municipalities	Conference to showcase best practices of demonstration municipalities	Prepare for replication by non-demonstration municipalities of the practices developed in demonstration municipalities.	*1.E.3.f Objective postponed until 2005 when regional user meetings held in Berane and in Bar.*
1.E.4 Support Procurement and Installation of Municipal Treasury Software.				
1.E.4.a. Support software procurement, including requirements definition. Create users advisory group for municipal treasury system software. Determine user needs / validate evaluation criteria. Develop Functional Specifications for a Business Requirement document on Treasury System (Legal and financial systems technology): Conduct an evaluation of existing available software products to select the best software solution, which would serve as an interim municipal treasury system. Develop Technical Specifications. Evaluate (Existing) Vendor Responses. Conduct software demonstrations. Select Preferred Vendor. Conduct a detailed gap analysis of the selected system. Acquire local support personnel. Define and estimate modifications required. Resolve gaps. Develop implementation plan/timetable. Develop Budget for Customization. Develop Budget for Implementation. Perform modifications & upgrade the selected system. Design support processes	Summary document. Core team. Evaluation criteria document. Functional specification guided by the GLG report *Establishment of Treasury*. Modify and upgrade existing software. Technical specifications. Vendor finalists. Final software evaluation. Letter of intent. Gap analysis report. Project team Detailed estimate report. Implementation plan. Customization specifications. Project budget. Detailed documentation of the system modifications & system descriptions & flow charts. Support plan	Successful software acquisition cycle and implementation plan and budget Endorsed evaluation criteria Approved functional specifications Install basic, cheap and relatively easy to use municipal treasury system. Evaluation of existing & known software candidates (Interim State Treasury System and FABS—developed and implemented by ICMA). IT Architecture Dependency <3 existing vendors. One preferred vendor Contract (if needed) Approved implementation plan. Approved Project Plan. Approved implementation budget	*1.E.4.a Objective met in accordance with plan. Software specified and tested with user groups. Software acquired and installed in all 21 municipalities.*	

1.E.4.b. Implementation phase for demonstration municipalities. Begin installation (internally) of municipal treasury software on the UI server. Test software. Prepare users and system administrator's manuals. Install interim treasury software / live system testing. Train users of software in hands -on workshops. Identify and train managers of financial information system. Provide follow-up in-city technical assistance and on-site training. Document and disseminate results	Data tables: Chart of accounts, Data base and system screens. Reports. Internal testing and acceptance. Certified software. Provide 2 manuals in Serbian: Manual for operators/data entry and similar. Manual for administrators / addressing maintenance of the system. Case study on complete budget cycle. Case study for system failures. Identifying issues/ problem resolving. Issuing a sample of budget execution report	FMS Software successfully implemented in eight demonstration communities	*1.E.4.b. Objective exceeded. Software tested and installed in all 21 municipalities during 2004. Manuals developed and classroom training provided to every municipality. Follow-up, on-site training provided on as-need basis to municipalities. Results shared through user group meetings in 2005.*
I.E.5 Provide technical and analytical assistance to the Government of Montenegro, Ministry of Finance and Union of Municipalities as needed			
I.E.5.a. Establish and meet financial reporting requirements from municipalities to Republic Ministry of Finance	Close cooperation with Accounting committee established within the Ministry of Finance to support ongoing work and provide recommendations on best international practices in defining financial reporting requirements.	Sound and clear financial reporting requirements for municipalities: Provision of accurate and timely information to the Ministry of Finance in the prescribed form and periodicity; Annual accounts format and reporting.	*I.E.5.a Objective deferred and met in 2005 with development reporting regulations and collection of 2004 municipal reporting data and establishment of municipal database within MoF macro unit.*
I.E.5.b. Establish link with Government Treasury System / intergovernmental transfers / reporting requirements	Communication link between local treasuries and Government Treasury. Ensure reports are delivered both ways: from Government Treasury to municipalities and vice versa.		*I.E.5.b Objective met. ZOP closed in December of 2004 and link initiated with GoM Treasury system to allow GoM transfers to municipalities of shared and piggy-back revenues and equalization transfers. Installation resolved in Jan 2005 with development receiver statement forms and system operational in Feb 05.*
I.E.5.c. Document and disseminate results			*1.E.5.c. Objective met. UMM informed of results by MoF for onward distribution*

2. Component Two: Public Awareness and Participation				
2.A. Public Awareness, Information and Education				
2.A.1. Selected municipalities assisted to inform citizens about their rights, roles, and responsibilities under new laws of local government	Municipalities make more information available to citizens through a variety of mechanisms	*2.A.1. Objective met. All municipalities took part at two workshops held in October and November aimed at developing their capacities in communicating with citizens regarding their new rights and responsibilities. Workshops presented overall theories of citizen participation, as well as citizen participation methods, practices, and tools introduced in the LLS. They dealt with organizing the public debate process, crafting a citizen participation plan, in regard to the citizens' rights, roles and responsibilities under the new law. Proposed mechanisms implemented through various public debate processes afterwards. GLG financed publishing Compendium of good practices and effective models, tools, techniques for enabling citizens to participate in local self-government decision-making, aimed for authors of legislation and practitioners seeking to implement local governance reforms to increase transparency, citizen awareness of important issues and decisions, and citizen participation in the decision-making process. Compendium, as an inventive material was broadly distributed to the local government officials, NGOs and think-tank organizations, and as such served as a training material for two workshops on involving citizenry into the decision making activities. Posted at the GLG web site. GLG provided assistance to Akcija network in conceiving Republic-wide public campaign aimed at informing citizens about their rights, roles and responsibilities under the new Law on Local Governance.*		
2.A.1.a Support the MOJ in preparing and disseminating a packet of citizen information on their rights, roles, and responsibilities. 2.A.1.b Dissemination of report on tried and true Citizen Participation Tools to municipalities	Transmission of information to municipalities	*2.A.1.a-2.A.1.b Objective not achieved. MOJ prepared draft Guide for Citizens through the Law on Local Governance, which consisted of the copy-pasted articles and paragraphs of the Law. Extensive suggestions for the Guide's improvement, provided by the GLG were insufficiently accepted, so the "refined" final version remained nearly the same as the draft, which led to the GLG decision not to finance printing the Guide, as impractical and incomprehensible document.*		
2.A.2. Promote public awareness of local self-governance and GLG concepts and activities	Citizens informed about GLG concepts, services, and products	*2.A.2. Objective met. GLG organized numerous public events, promoting all 4 Project components and generating citizens' interest and involvement in all areas GLG is providing support to. GLG events: citizen forums for Strategic planning, public debates for different Municipal Decisions drafting, seminars and workshops of finance management team, improved IT technology donor support and trainings were covered extensively and accurately. GLG established positive and active communication with all targeted audiences: internal and external, according to the planned goals defined by GLG PR Strategy, internal Project document. Media coverage was very intensive and favorable. GLG succeeded to broadcast its mission goals to public and became recognizable within media, NGO and citizen communities.*		
2.A.2.a.Design and implement public relations strategy to explain GLG purpose, services, and methods. Publicize GLG events and results with: press briefings, releases, and other methods. Invite reporters for each major GLG event. Provide speakers and panelists for public service programs on radio and television. Prepare publications for distribution to citizens, businesses, & public officials on all aspects of GLG work	Press releases. Quarterly newsletter. Reports of good practices, toolkits, manuals. Web site	News stories. Press conferences. Media programs. Public requests for publications. Downloads from web site.		*2.A.2.a. Objective met. PR Strategy successfully implemented. Extensive and favorable Media coverage (TV and newspapers mainly) included every public GLG event accurately and timely. Press releases, messages, statements and presentations of GLG staff, USAID and central and local government officials were stated accurately. Live TV shows were.*

2.B. Participatory Local Governance Models				
2.B.1 Implement a municipal development advisory process				
2.B.1.a Build citizen participation into a continuous process that leads from strategic planning to application for CRDA grants by municipalities	Establishment of a process jointly designed by GLG, CHF, and IRD for citizen participation in strategic planning	Readiness of citizens to engage as stakeholders in identifying strategic planning issues and priorities	Citizen guided selection of development priorities by municipalities for implementation with CRDA assistance	*2.B.1.a Objective met. Citizen forums, conducted prior to strategic planning workshops served to collect citizens' development priorities that were to be included into strategic plans. Citizens' representatives were elected at the forums and recruited as members of the Strategic planning teams (three in each municipality). Draft plans were presented to citizens at the second forums; suggestions for strategic plan changes assembled and project priorities for CRDA funding identified.*
2.B.2. Strategic Planning				
2.B.2.a. Conduct training for trainers/ consultants to lead citizens, mayors, and municipalities in strategic planning	Implementation of Skills Workshops in Training for Trainers, and Strategic Planning	Completion of TOT. Preparation of Strategic Plans for four Municipalities	Cadre of qualified Montenegrin trainer/consultants for municipal strategic planning and four implementable strategic plans	*2.B.2.a.-2.B.2.c. Objective met. Twenty one Montenegrin trainers gained skills for municipal strategic planning, conducting citizen forums and environmental scanning. Strategic planning conducted in all Montenegrin municipalities with satisfactory citizen participation in identifying issues to be addressed and selecting the priority projects for CRDA funding. All draft Strategic Plans were attuned and presented to citizens prior to the Assembly procedure. Eleven Strategic Plans (Cetinje, Andrijevica, Berane, Bijelo Polje, Herceg, Novi, Kolasin, Mojkovac, Plav, Pljevlja, Savnik and Tivat) were formally adopted by the municipal Assemblies. Others still awaiting formal approval. Monitoring and evaluation system development is entrusted to CRDA project.*
2.B.2.b. Conduct strategic planning with up to 18 additional municipal and district teams for implementation with CRDA assistance and municipal budgets	Strategic Plan for each participating municipality	Ratification of Strategic Plan by Citizen Forum	Increased citizen participation in local government decision making	
2.B.2.c.Conduct periodic implementation meetings with municipalities	Adjustments to Implementation plans. Monitoring and evaluation systems	Status of Implementation Report	Solutions to problems and effective management of the implementation process	
2.B.3 Assistance in implementing components of the strategic plans				
2.B.3.a Self-help projects, funded by own sources	Project plans. Capital Investment Plans. Reports on business barrier removal and Council initiatives	Acceptance of plans and reports by Mayor and Council for municipal action	Implemented projects. Improvement in services. Capital grants and budgets. Enhanced business opportunities and supporting conditions	*2.B.3.a-2.B.3.b. Objective partially met. In order to assist implementation of the parts of the strategic plans, GLG developed the procedures for conducting self-help projects, as well as assisted improvement of business conditions, establishing business council in Bijelo Polje for supporting local economic development.*
2.B.3.b Improvement of business conditions				
2.C Citizen Participation in other Components				
2.C.1.a Public budget hearings conducted to increase citizen understanding of the budget cycle, revenue sources and uses, and municipal officials' understanding of citizen budget priorities	Guidelines for citizens and local officials	Public hearings conducted in all demonstration municipalities. Budget decisions reflect hearing inputs.	Improved resource allocation to budget priorities. Improved public access to municipal financial data and records. Increased public understanding of local revenue needs. Increased public confidence in resource allocation	*2.C.1.a-2.C.1.b. Objective not achieved. We had no actions in order to achieve this subtask.*
2.C.1.b Compendium of Tried and True Citizen Participation Tools in Local Finance and Resource Management	Profile of Citizen Participation Methods for local finance	Negotiation of CP methods to be introduced in C1	Broader CP in local finance and revenue management	

2.C.2.a Citizen-guided Capital Investment Planning for municipalities that lack CIPs or need to update and align them with strategic plans	A capital investment plan for each selected municipality	Assembly adoption of each CIP	Improved capital investment decisions	*2.C.2.a Objective met. Working Group has produced CIP for Cetinje - selected municipality on the south. The plan was adopted by assembly. Also it was presented to the GoM. Joint effort was organizing conference related to find additional sources. Although not selected as pilot municipality, Herceg Novi rationalized and bring into line CIP with the Strategic plan. Public was involved through a series of public hearing, meetings and extensive cooperation with GLG and communication with public. Berane Working Group has produced CIP for Berane. The plan was adopted unanimously. Andrijevica Working Group, as well as Cetinje and Berane, has produced and adopted CIP. Each CIP document is developed with strong citizen's inputs, and presented to the citizens through the process of the public debate.*
2.D. Citizen Participation in GLG Component Three, Communal Enterprise Management and Service Delivery				
2.D.1. Conduct Focus Group Discussions with Representative Citizens to Identify What Outcomes of Water Services They Consider to be Important	Focus Group Reports	Inclusion of Citizen Performance Perspectives in SIAPs	Citizen-guided Water Service Improvements	*2.D.1. Objective not achieved. Citizen focus groups are part of SIAP initiative which was abandoned for Water Works Benchmarking (see Task 3.G) and Customer Satisfaction Survey on Water Supply Services (see Task 2.D.2).*
2.D.2. Conduct Household Surveys to Learn Citizen Ratings of Water Service Performance	Household Surveys	Inclusion of Citizen Performance Perspectives in SIAPs	Citizen-guided Water Service Improvements	*2.D.2. Objective not achieved. Customer Satisfaction Survey on Water Supply Services postponed to 2005 due to budget constraints.*
2.D.3. Facilitate service improvement action plans (SIAP) by citizens, local officials, and water enterprise managers	Service Improvement Action Plans	Adoption of SIAPs in selected municipalities		*2.D.3. Objective not achieved. SIAP initiative was abandoned for Water Works Benchmarking (see Task 3.G) and Customer Satisfaction Survey on Water Supply Services (see Task 2.D.2)*
2.D.4.Compendium of Tried and True Citizen Participation Tools in Communal Services	Profile of Citizen Participation Methods for communal services	Negotiation of CP methods to be introduced in C3	Broader CP in delivery of water services	*2.D.4. Objective not achieved. Task not initiated in early 2004 due to other priority activities. CP work plan was revised when Component 2 was eliminated from GLG in Q3 2004 and this task was eliminated due to new GLG priorities.*
3. Communal Enterprise Management and Service Delivery				
3.A. Refined Diagnostic Assessment				
3.A.1. Refine Initial Diagnostic Assessment for 21 water/wastewater authorities				
3.A.1.a Visit water works or telephone to clarify faxed responses	Diagnostic Assessment Questionnaire	Collect 21 completed Diagnostic Assessment Questionnaires	Overview of the technical operations and management systems currently in-place at Montenegrin (CG) water works.	*3.A.1.a-3.A.1.b. Objective met. Final Diagnostic Assessment Report issued March 2004 in Serbian and English.*
3.A.1.b. Prepare *Initial Diagnostic Assessment Report*	Initial Diagnostic Assessment Report	Report submitted to USAID		
3.B. Republic-Wide Water Works Technical Assistance (TA)				
3.B.1. Revise Manual for Efficient Water Supply Operations (MEWSO) for Montenegrin Conditions	Revised Serbian and English MEWSO. MEWSO training materials (presentation overheads and practice exercises)	MEWSO submitted to USAID	Water works have increased capacity to achieve long-term sustainability, operating as a viable business entity. PG VIK builds capacity as technical resource.	*3.B.1. Objective met. Final MEWSO issued April 2004 in Serbian and English. MEWSO Presentation materials issued April 2004 in Serbian and English. Podgorica and Herceg Novi Water works*

3.B.2. Conduct four 2-day MEWSO seminars in the north and south				
3.B.2.a Management Seminar 3.B.2.b Technical Seminar 3.B.2.c Financial Seminar 3.B.2.d Business Planning Seminar	List of seminar participants. Seminar evaluation	Letter inviting all water works to MEWSO seminars. Podgorica (PG) water works (VIK) helps conduct MEWSO training		*3.B.2.a-3.B.2.d. Objective met. MEWSO Management, Technical, Final and Business Planning Seminars conducted in north (Kolasin) and south (Budva) throughout April 2005. All 21 water works except Kolasin, Savnik and Kotor attended at least part of the seminar series, for a total of 118 attendees. Podgorica and Herceg Novi Water works presented case studies from their water works relevant to the seminar topics.*
3.B.3. Provide TA to all water works conducting MEWSO audits	Record of TA provided. Report of improvements made at water works in 2004	Letter offering all water works C3 assistance for conducting MEWSO audits (monthly visits suggested)		*3.B.3. Objective met - TA to all water works conducting MEWSO audits. GLG's Demonstration Water Works (DWWs) are Herceg Novi, Bar, Danilovgrad, Rozaje, and Pljvelja commenced preparation of full MEWSO audits (see Task 3.C.2). Other water works commenced preparation of partial MEWSO audits. Record of TA provided and report of improvements made at water works in 2004 not prepared.*
3.B.4. Provide computer hardware (HW) to water works participating in MEWSO seminars				
3.B.4.b Assess small water works needs and implement improvements for more efficient small water works O&M	List of basic tool kit/spare parts for small water works. Procurement documents for basic tool kit/spare parts	Categorize small water works. Identify basic tool kit/spare parts manufacturers	Small water works will operate more efficiently using basic tool kits.	*3.B.4.b. Objective not achieved. Small water works improvement program not implemented due to budget constraints.*
3.C. Demonstration Water Works				
3.C.1. Select Demonstration water works	Demonstration water works selection criteria. List of Demonstration water works	Key staff selected at each Demonstration water works. Signed MOU	Demonstration water works have increased capacity to achieve long-term sustainability. Selected Action Plans implemented. Personnel from Year 1 Demonstration water works may become trainers for Year 2 Demonstration water works.	*3.C.1. Objective met. DWWs selected by informed and transparent process. GLG's DWWs are Herceg Novi, Bar, Danilovgrad, Rozaje, and Pljvelja. DWWs signed MOUs when they received leak detection equipment in 2005.*
3.C.2. Conduct MEWSO audits	Results of MEWSO audits. Business Plan. Action Plan (e.g., Feasibility Study, design, procurement documents)	Improved operation procedures adopted. Investments identified and prioritized		*3.C.2. Objective partially met. DWWs commenced preparation of MEWSO audits. Continued prepared of MEWSO audits in 2005.*
3.C.3. Implement Service Improvement Action Plan (SIAP)				
3.C.3.a Establish Steering Committee (SC) 3.C.3.b SC and water works establish outcomes 3.C.3.c Monitor water works performance in making improvements	Consumer Survey (not all SIAP sites). Report of Consumer Survey Results	SIAP Report. SC established at municipalities with demonstration water works	*3.C.3.a-3.C.3.d. Objective not achieved. SIAP initiative abandoned due to lack of GLG resources, but replaced by water works benchmarking program in 2005 (see Task 3G) and Customer Satisfaction Survey on Water Supply Services (see Task 2.D.2). Customer Satisfaction Survey on Water Supply Services postponed to 2005 due to budget constraints.*	
3.C.3.d. Document/disseminate 2004 results	Documentation of results	Media coverage; dissemination events; website postings; adoption of procedures by other municipalities		

3.D. *Unaccounted for Water (UFW)*				
3.D.1. Prepare UFW materials for training in Serbian and English	UFW manual (includes UFW Basic Guide - see Task 6.b.). UFW presentation materials	UFW working group formed	Water works further improve operational efficiency. PG VIK builds capacity as technical resource. Demonstration water works serve as UFW resource.	*3.D.1. Objective met. UFW manual completed in Serbian and English.*
3.D.2 Conduct Republic-wide UFW Seminars (2 days) for north and south water works	List of seminar participants. Seminar evaluation	Letter inviting all water works to UFW seminars		*3.D.2. Objective met. UFW training conducted for north and south water works December 2004.*
3.D.3. Procure UFW equipment for Demonstration water works	UFW equipment report. List of UFW equipment procured	UFW equipment procurement documents		*3.D.3. Objective partially met. Request for Bids for leak detection equipment (LDE) issued and vendor selected in October 2004. LDE took longer to procure because USAID required source and origin for selected vendor. LDE delivered April 2005.*
3.D.4. Conduct practical UFW training. PG VIK attend training of trainers (TOT) at UFW equipment manufacturer. PG VIK train Demonstration water works on UFW equipment. Demonstration water works trained to be UFW resource	TOT manual from UFW equipment manufacturer in English and Serbian. UFW equipment users manual (in Serbian)	Agenda from UFW equipment manufacturer for PG VIK TOT training. Record of PG VIK training at Demonstration water works		*3.D.4-3.D.6. Objectives not achieved in 2004. Achieved in 2005.*
3.D.5. Demonstration water works commence UFW services for neighboring utilities	Business approach for each Demonstration water works offering UFW service	MOU between UFW water works and "customers"		
3.D.6 Document/disseminate 2004 results	Documentation of results	Media coverage; dissemination events; website postings; adoption of procedures by other municipalities.		
3.E. *Study Tour to Albanian Water Works*				
3.E.1. Select Albanian water works with varying management arrangements and/or new investments	Letters of invitation to potential study tour Albanian water works		Water works have further increased capacity to achieve long-term sustainability.	*3.E.1.-3.E.4. Objective met. Study tour to Albanian water works conducted in October 2004.*
3.E.2. Invite Montenegrin water works for Albanian Study Tour	Letters of invitation to potential CG study tour participants	Memo from CG water works stating their Study Tour goals		
3.E.3. Conduct Albanian Study Tour (7-9 days including travel)	3 months after Study Tour, list of implemented actions at each water works	Memo from CG water works stating how Study Tour lessons will be applied		
3.E.4. Document/disseminate 2004 results	Documentation of results	Media coverage; dissemination events; website postings; adoption of procedures by other municipalities.		

3.F. Association Building – Association of Montenegrin Water and Wastewater Authorities (AMWWA)				
3.F.1. Assess AMWWA technical resource needs	List of existing HW/SW and needs. List of reference manual needs	HW/SW procured, as needed. Reference manuals procured	AMWWA will serve as the depository for all training materials and manuals developed under C3. Capacity of AMWWA improved by providing members to working groups formed to implement 2004 action items. Status of AMWWA improved by developing work products of interest and use to members.	***3.F.1. Objective met. GLG attends monthly AMWWA meetings and receives updated information regarding AMWWA capacity building needs.***
3.F.2. Define/implement action items for 2004:				
3.F.2.a Develop UFW Basic Guide for defining and calculating UFW 3.F.2.b Review legal framework - legislation that impedes efficient water authorities operation 3.F.2.c Prepare draft Customer Service and Service Delivery Agreements (CSA/SDA)	UFW Basic Guide. Proposed amendments to laws affecting water works. Draft CSA. Draft SDA	Establish legal framework working group. Establish CSA/SDA working group. Establish UFW working group		***3.F.2.a-3.F.2.c. Objective mostly achieved. AMWWA working group and GLG staff prepared UFW Manual in December 2004 (See Task 3.D.1). AMWWA working group and GLG staff prepared Law on Water Supply Services in response to lack of Republic-level legislation on water supply services. CSA/SDA preparation postponed due to lack of GLG resources.***
3.F.3. Prepare work plan outlining GLG's capacity building approach for AMWWA	AMWWA capacity building work plan	AMWWA comments. Work plan submitted to USAID	Overall capacity of AMWWA improved.	***3.F.3. Objective partially achieved. GLG decided to develop a 3-year AMWWA Strategic Plan (instead of work plan). Draft AMWWA Strategic Plan completed in 2004.***
3.G. Benchmarking				
3.G.1. Establish performance indicators of efficient, reliable operations and management	US and Albanian examples. List of initial benchmarks	Establish working group. Define data collection needs for calculating performance indicators	Possible institutionalization of benchmarking activity.	***3.G.1. Objective postponed to 2005 due to lack of GLG resources.***
4. Component Four: Municipal Information Technology Development				
4.A. Assessment Revisions				
4.A.1. Review recommendations with key officials who provided input to the original assessment. 4.A.2. Conduct Preliminary meeting with key technology vendors to confirm pricing assumptions. 4.A.3. Conduct one-on-one assessments in each municipality. 4.A.4. Complete modifications to the Component plan to reflect information gathered in review meeting.	Revised Component plan		Final Component plan will be completed and municipalities will be advised of project goals, objectives, and timetables.	***4.A.1-4.A.4. Objective achieved and it was precondition for further activities. Final component plan clearly defined steps (4.B , 4.C and 4.D) to undertake in order to achieve projected IT improvements on municipal level across all 21 Montenegro municipalities***
4.B. Detail Design and Tender				
4.B.1. Prepare Tenders for equipments and services.	Tender documents	Tender documents approved by all required parties	Tender process will produce the vendors who will provide	***4.B.1-4.B.4. Objective achieved. Company "Informatika Montenegro" was chosen as preferred partner for purchasing***

			equipment and services necessary to complete the installation of the LAN in each municipality.	*computer equipment for municipalities. Various companies, local to municipalities where wiring of the IT network cables was due, were chosen and coordinated. Three UI IT specialists were guided and prepared for field training.*
4.B.2. Complete Tender Process for equipment and service.	Tender offers from top vendors	Selection of vendors		
4.B.3. Complete training of UI IT Specialists.		Specialists ready to do field training		
4.B.4. Coordinate the contractors in each municipality that are installing network cable and electrical services.		All municipalities wired for LAN and computers		
4.C. Implementation Phase				
4.C.1 Implementation of Desktop Layer	Each Municipality will have the hardware, software and training to allow them to comply with requirements associated with the Laws of Self Government and the Projects assistance of GLG.			*4.C.1. Objective largely achieved. Each of 21 Montenegro municipalities was equipped with 5 interconnected desktop computers and 5 printers together with central server. Also necessary wiring and network equipment was delivered and installed. Basic computer training for up 10 administrative including IT staff in each municipality was conducted. Established supporting capacity of UI IT team and procedures were put in place in coordination with newly appointed IT contacts in municipalities.*
4.C.1.a.Make any revisions to Component plan based on events of 4.B.				
4.C.1.b. Train the Municipality Staff in operation of computers and desktop programs.	Basic and Intermediate Training Curriculum for desktop applications	Training Plan for each Municipality		
4.C.1.c.Deploy the Desktop computer equipment to each municipality.	Implementation plan for each region	Hardware is installed and working		
4.C.1.d. Conduct Follow-up Training where needed.	Revised curriculum	Additional needs and improvements have been identified		
4.C.1.e.Develop Operating Manual to support desktop hardware and software deployed at the Municipal level.	Support Manual	Ability for Regional IT Specials along with Municipality IT Staff to support installed hardware and software		
4.C.2. Implementation of Network Layer			Municipalities are now fully equipped and trained in the use of desktop software, have access to email and internet, and ability to share files. System is now ready for additional software installations as defined by UI projects and deployment of functionality by the Republic.	*4.C.2. Objective not achieved due to imposed budget restrictions.*
4.C.2.a Make revisions to project plan based on events of 4.C.				
4.C.2.b Train Regional IT Specialists in support of MIP Net connectivity.	Vendor provided training for IT Support staff	Support staff trained in the support of connectivity to MIP Net.		
4.C.2.c. Train Municipality IT staff in support of MIP Net connectivity.	Training for Municipality IT Staffs	Municipal IT staff is training in the support of connectivity to MIP Net		
4.C.2.d. Deploy hardware to support connectivity to MIP Net.	Deployment Plan	All Hubs and Routers will be connected to MIP Net		

4.C.2.e. Update Operating Manual to add support of MIP Net connectivity.	Update to Support Manual	Updates to Regional and Municipality level documentation will reflect the addition of Internet and File sharing capabilities as well as support of MIP Net connectivity		
4.D. Long Term Support				
4.D.1 Assist with implementation of UI projects.	Input to project plans and training associated with the other GLG projects		Provide a support level to the municipalities that moves the municipalities towards self-support and pro-active IT planning	***4.D.1-4.D.7. Objective largely achieved. Combination of support and training of the appointed municipal IT contacts led to the greater level of municipal self-sufficiency. Established IT User group of all municipal IT contacts in order to start regular IT related seminars/forums where this group met, was introduced with various IT topics and where they shared their work experiences. "Informatika Montenegro" regular preventive IT maintenance visits to each municipality, together with UI IT support, led to very small number of the municipal IT system failures. Additional activities undertaken towards municipalities IT needs were: organizing tender proceeding and purchase of the SQLServer2000 as a database management system and its supporting hardware (SCSI Hard disc drives), then installation of SQLServer2000 and ITMS (Interim Treasury Management System) in all 21 municipalities. Due to increased complexity of the installed IT networks in the municipalities and their IT staff limited knowledge of computer network administration, UI IT put in place plans for extensive training courses in 2005. Therefore target mentioned in 4.D.8 couldn't be applicable for overall IT network capabilities of municipal IT staff, and was achievable just for specific activities like ITMS application training or SQLServer2000 maintenance introductions***
4.D.2 Assist municipalities with identifying additional training opportunities related to installed computers.	Training schedules			
4.D.3 Establish and manage a IT user group consisting of key municipality IT staff.	Active User Group to assist municipalities	Municipalities are actively participating		
4.D.4 Coordinate break/fix support for the municipalities.		Minimized equipment outages		
4.D.5 Equipment Maintenance in the municipalities	1. Preventive maintenance schedule. 2. Maintenance instructions for municipalities	Preventive maintenance scheduled being followed by Informatika and municipalities	Active working group established with reform agenda in place	
4.D.6 Operating System Maintenance in the municipalities	1. Schedule of operating system updates. 2. Instructions for municipalities to apply operating system updates	Municipalities are no more than 30 days behind scheduled updates to operating system components	Less than 10 operating system failures in a 90 day period	
4.D.7 Training assistance for municipalities	1. Forms for requesting training	Municipalities have requested all necessary training	Measurable increase in municipality staff productivity	
4.D.8 Support of Component installed software and hardware	1. Updates to existing maintenance procedures and manuals 2. Additional maintenance procedures and manuals	30 days following implementation of hardware or software for systems related to specific components the municipality IT staff is capable of supporting the installed systems	No decline in system availability following implementation of systems	***4.D.8-4.D.11. Objective regarding supporting GLG offices and GLG program components were met and procedures like IT system backup, virus protection and regular maintenance checks led to keeping UI office IT network in stable and reliable condition never leading to interruptions like email delivery failures, internet non-accessibility longer then few hours. GLG website was being updated regularly and ATS web based activity tracking system was introduced. Idea to have all GLG ongoing and planned activities made public led us to create ATS a web based system with administrative facilities where UI program staff could enter information about their work activities and all interested and credited parties to see this information whenever on internet***
4.D.9 Support of network capabilities in GLG Offices	Support procedures support of network equipment in the regional and central UI offices	99.8 percent uptime of network resources within the UI offices	Capability of relying on the internal network to access shared data and resources. The ability to reach the internet when the ISP is available	

4.D.10 Support of Desktop Environment	Support procedures for installed desktop components within the UI offices	99.8% percent availability of the desktop and shared printing environment	Ability to get work done without interruption or frequent downtime	
4.D.11 Support of GLG Website	Procedures for submitting the content for the website	Ability to meet USAID and UI deadlines for providing content that is time sensitive	Meeting of USAID contractual requirements for maintaining web content	

ANNEX II
Project year 2 work plan –
status as of 15 December 2005

Outcome	Expected outputs	GLG project inputs	Dates	Status as of 15 February 2006
1. INTEGRATED MUNICIPAL FINANCE				
A. Improved municipal accounting and financial management systems Coordination with: BearingPoint	1. Not less than 15 municipalities implement new disbursement and deposits processes using commercial banking system	a. Draft modified receiver statement form and model revenue recording policy and procedures	Q1-Q2/05	*Target has been exceeded. All 21 municipalities are implementing new disbursement and deposits processes. However, coding only directs payments to municipality, but doesn't identify bill, payer, date of payment, etc.*
		b. Draft model bank services agreement		
		c. Review, evaluate, and certify municipal capacity	Q1/06	
	2. Not less than 15 municipalities uniformly classify and record all transactions	a. Draft revised Chart of Accounts	Q2/05	*Target achieved in Q1FY/06.MoF has issued regulation with new Chart of Accounts (MOF Rule Book on Consistent Classification of Accounts for the Republic Budget, Budgets of Off-Budget Funds, and Municipal Budgets, Official Gazette 35/05), in effect from 1 January 2006.*
		b. Review, evaluate, and certify municipal capacity	Q1/06	
	3. Not less than 15 municipalities fully implement Treasury Management Software (TMS)	a. Support TMS maintenance and further customization to implement annual rollover capability	Q1-Q3/05	*Target has been exceeded. Twenty municipalities (all except Danilovgrad) are fully implementing TMS. "Full implementation" means budget entered into TMS and budget execution tracked on TMS. Four municipalities are simultaneously operating their old budget execution system (paper or*
		b. Develop and implement municipality-financed software support and maintenance strategy, including user groups, on-line chat-room, and FAQ library	Q3-Q4/05	*electronic) and still using that system to generate reports. TMS software has been adapted to implement annual roll-over capability and new Chart of Accounts. The installation and training of municipalities for the new TMS version envisaged was completed in January 2006. GLG project upgraded TMS to include new Chart of Accounts and provided on-going support for implementation. All municipalities, except Rožaje, uniformly classify and record transactions. Rožaje will implement new Chart of Accounts as of 1 April 2006.*
		c. Review, evaluate, and certify municipal capacity	Q1/06	
	4. Not less than 15 municipalities fully implement municipal treasury organization, including staffing (treasurer, etc) and procedures	a. Treasury office procedures modified as needed	Q3-Q4/05	*Target has been exceeded. Nineteen of 21 municipalities (all except Budva and Kotor) have adopted ordinances regarding new treasury organization and procedures. Eighteen of the 19 municipalities that have adopted ordinances have established a single treasury account (all except Podgorica).*
		b. Review, evaluate, and certify municipal capacity	Q1/06	
B. Municipal budgets that enhance administrative capacity, improve citizen information, & promote citizen input into municipal decision making	1. MoF issues regulation defining standards and procedures for preparing FY06 municipal budgets	a. Stakeholders workshop to solicit input and introduce best practices.	Q1-Q2/05	*Target partially achieved. GLG project draft budget preparation guide submitted to MOF in October 2005, together with non-binding guidelines on best practices for budget preparation. MOF comments have been included in the document and GLG project disseminated Municipal Budget Preparation Guide to all 21 municipalities. Draft municipal budget preparation regulation delivered to MoF for their consideration in December 2005. Forum on draft municipal budget preparation regulation in*
		b. Prepare draft regulation		
		c. Review draft regulation with MoF		

Coordination with: BearingPoint GTZ World Bank		d. Review with stakeholders and adjust draft as needed		*cooperation with Ministry of Finance will be held in March 20/06, to finalize it and prepare for publishing.*
	2. Not less than 8 municipal assemblies hold budget review hearings following budget subcommittee hearings and report	a. Municipal Assembly workshops on roles and responsibilities in financial management, including budget formulation, oversight, and audit responsibilities	Q2-Q4/05	*Target achieved.. For FY05, only 8 municipal assemblies adopted budgets before 1 January and only 14 municipal assemblies adopted budgets before 1 April. For FY06, 14 municipal assemblies adopted budgets before 1 January and held subcommittee or full assembly budget hearings by the end of 2005. GLG project conducted five municipal assembly budget trainings (Šavnik, Tivat, Nikšić, Kotor and Bar). In January 2006, GLG project prepared and conducted additional Part II training sessions in municipal budget preparation and oversight for municipal assemblies (Kotor, Tivat, Nikšić and Bar). Municipality of Kotor and Municipality of Tivat adopted budgets with a requirement for quarterly reporting to their assemblies. Five more municipalities envisaged to receive GLG project budget training by the end of February 2006.*
		b. Conduct municipal finance literacy workshops for media and NGOs	Q3-Q4/05	
		c. Review, evaluate, and certify municipal capacity	Q1/06	
	3. Not less than 8 municipalities formulate 2006 budgets that are consistent with MOF budget procedures	a. Conduct workshop on MoF budget procedures for municipal staff	Q3/05	*Target partially achieved. Since MoF did not issue budget preparation regulation or guidelines in time for FY06 municipal budget preparation (see 1.B.1, above), GLG project has worked with municipalities and municipal assemblies and provided on-site assistance to three municipalities (Budva, Podgorica, and Berane) to enable them to follow procedures of GLG project draft regulation and draft guidelines.*
		b. Conduct on-site implementation assistance to partner municipalities as required	Q3-Q4/05	
		c. Review, evaluate, and certify municipal capacity	Q1/06	
	4. MoF issues regulations and instructions prescribing minimum requirements for municipal quarterly budget execution reports	a. Draft regulations, format, and instructions for quarterly budget execution reports, including funding (dis)incentives for complete, timely and accurate quarterly budget reports	Q2/05	*Target has been fully achieved. In January 2006 GLG project delivered a draft municipal budget execution reporting regulation to MoF in May 2005. MoF Budget Department decided to broaden the scope of this regulation and to develop a general budget execution reporting regulation for all budget users, extra-budgetary funds and municipalities. There was significant progress in December 2005 in establishing a working group to complete this task. In January 2006, MoF issued budget execution reporting regulation for budget users, extra-budgetary funds and municipalities. The regulation includes GLG project recommendations for reporting municipal arrearages and consolidated reporting to include the local public enterprises. Reporting is required on a monthly basis.*
	5. MoF sponsors workshop(s) to train municipalities and designates MoF staff to support municipal compliance	a. Prepare draft training materials on how to prepare budget execution reports	Q2/05	*Target will be achieved. GLG project has been involved in the work of the associated working group, but did not provide training since MoF did not issue municipal budget execution reporting regulation by end of 2005 (see 1.B.4, above). However, MoF and Institute for Accountants arranged for and conducted the first workshop on budget execution reports in late January 2006.*
		b. Workshop preparation for municipal peer trainers on preparing budget execution reports	Q2/05	
		c. Conduct training workshops	Q2/05	
	6. Not less than 8 municipalities produce timely quarterly budget execution reports	a. Conduct selective on-site municipal technical assistance	Q1-Q4/05	*Target achieved. According to MoF data, in 2005 17 out of 21municipalities produced timely monthly budget execution reports.*
		b. Review, evaluate, and certify municipal capacity	Q1/06	

	7. Beginning with Q1/05 reporting, MoF assumes responsibility to maintain and update GLG municipal database, to provide universal access, and to distribute quarterly budget execution results broadly to stakeholders	a. Transfer data to MoF to create and maintain spreadsheets including data from FY02, FY03 and 1Q-2Q/FY04	Q1-Q2/05	*Target achieved. GLG project delivered computer to MoF in early 2005 to use to record and analyze municipal budget execution data and delivered Q1-Q2/FY04 municipal budget execution data collected by GLG project and Q3-Q4/FY04 data collected jointly by GLG project and MoF. MoF has been collecting additional municipal budget execution data for Q3-Q4/FY05. As a result, 17 municipalities regularly report monthly and several larger municipalities also report quarterly to MoF Budget Department. Other MoF departments (e.g., Tax and Customs Policy Department, in charge of equalization grant allocations) do not recognize municipal budget execution data collected by MoF Budget Department. Tax and Customs Policy Department asked municipalities for another set of FY04 budget execution data in July 2005 for purposes of finalizing FY04 equalization grants. However, this may change beginning in FY06 because MoF budget execution reporting regulations (see 1.b.4, above) include uniform municipal reporting procedures and formats.*
		b. Collect data jointly with MoF to complete FY04 and for Q1-Q2/FY05; MoF to collect data with GLG technical assistance for Q3-Q4/FY05	Q1-Q4/05	
C. Municipalities plan for arrearage and expenditure reductions and multi-year balanced budgets	1. MoF develops mechanism(s) for financial incentives/ disincentives for adoption and implementation of 2006 municipal arrearage and expenditure reduction and multi-year balanced budget plans	a. Provide analysis and advice regarding linking conditional grants to municipalities to adoption and implementation of 2006 municipal arrearage and expenditure reduction and multi-year balanced budget plans	Q2-Q3/05	*Target will not be achieved. GLG project has not addressed this issue and will not do so in 2005. GLG project may be able to develop some proposals in March 2006.*
		b. Provide analysis and advice regarding revision of 2006 equalization grant allocation formula to encourage adoption and implementation of 2006 municipal arrearage and expenditure reduction and multi-year balanced budget plans (*see* 1.E.4.b, below)		
	2. Not less than 2 municipalities develop and adopt 2006 arrearage reduction budget plans	a. Technical support municipalities to prepare draft plans	Q3-Q4/05	*Target may be partially achieved by end of March 2006 . GLG project has been working with 3 municipalities on arrearage reduction (Kotor, Pljevlja, and Podgorica). Data has been collected and report prepared. Municipalities assert that they have their arrearages under control, even if they do not. Kotor will receive GLG project arrearage reduction report with recommendations in March 2006. GLG project will include these recommendations to be presented at the assembly members workshop for Kotor.*
		b. Conduct workshop for participating municipalities to review and revise draft plans		
		c. Review, evaluate, and certify municipal capacity	Q1/06	
	3. Not less than 2 municipalities develop and adopt 2006 expenditure reduction budget plans	a. Technical support municipalities to prepare draft plans	Q3-Q4/05	*Target will not be achieved.*
		b. Conduct workshop for participating municipalities to review and revise draft plans		

		c. Review, evaluate, and certify municipal capacity	Q1/06	
	4. Not less than 2 municipalities develop and adopt multi-year balanced budget plans for 2006 and subsequent years	a. Technical support municipalities to prepare draft plans, including preparation of forecasting model	Q3-Q4/05	*Target partially achieved. Municipality of Bar, which has been targeted by the GLG project for this task, has made progress and developed a multi-year budget plan for 2006 and two subsequent years.*
		b. Conduct workshop for participating municipalities to review and revise draft plans		
		c. Review, evaluate, and certify municipal capacity	Q1/06	
D. Increased own-source revenues (real estate tax and other locally controlled revenues)	1. Not less than 4 municipalities implement enhanced assessment, billing and collection software	a. Specify, acquire, and install software	Q2-Q3/05	*This target will not be achieved by GLG project, but will be achieved by municipalities working with GTZ. After GLG project solicited interest in acquiring improved tax assessment, billing, and collection software with GLG project financial and technical support, GTZ made a competing offer. GTZ offered six municipalities (Kotor, Ulcinj, Tivat, Bar, Cetinje, Budva) combined GIS and tax assessment, billing, and collection software and a link between the municipal planning department and the Republic Department of Real Estate to enable municipalities to update cadastre data base. GLG project offered only tax assessment, billing, and collection software. GLG project and GTZ software required similar levels of cost-sharing by municipalities (about 20,000 € each). Municipalities preferred more comprehensive software offered by GTZ and likelihood of longer duration of technical support from GTZ project, so GLG project dropped this activity. GTZ tax assessment, billing, and collection software is not as sophisticated as software proposed by GLG project but is better than municipalities' current software. We anticipate that Kotor, Tivat, and Ulcinj will implement the GTZ tax assessment, billing and collection software in 2005, and possibly Bar (using software it developed without GTZ support) and Podgorica (using the same software offered by GTZ but without GTZ support). GTZ may expand its support for tax assessment, billing, and collection software to Cetinje and Budva in 2006 and to all other municipalities in subsequent years.*
		b. Review, evaluate, and certify municipal capacity	Q1/06	
	2. Not less than 4 municipalities adopt municipal taxpayer incentive, collection and enforcement ordinance	a. Prepare model ordinance that supports taxpayer assistance, incentive programs for compliance, collection and procedures, including enforcement timelines	Q2-Q4/05	*Target may be partially achieved by end of 2005. Three municipalities (Pljevlja, Mojkovac, and Ulcinj) are in process of adopting ordinances for issuing FY05 tax bills and setting FY05 tax rate (should have been sent by 31 May). Ordinances on taxpayer incentives, collection, and enforcement will follow after tax bills have been issued (Pljevlja, Mojkovac, Ulcinj and, possibly, Bar or Budva).*
		b. Review, evaluate, and certify municipal capacity	Q1/06	
	3. Not less than 4 municipalities implement partnerships with Montenegro Post for printing, delivery, and collection of bills and reminder notices	a. Draft partnership agreements, develop payment **syste**m for postal delivery costs, support local public information program	Q1/05	*Target has been exceeded. Five municipalities (Bar, Budva, Mojkovac, Pljevlje, and Ulcinj) have signed agreements with Montenegro Post. Other municipalities (Podgorica, Kotor, and Herceg Novi) have made same*

		b. Support review and updating of mailing data base	Q1-Q2/05	*arrangements with Montenegro Post without GLG project assistance, but based on GLG project model. Printing, delivery, and collection now underway (in various stages) in all five municipalities. GLG project did tax data base review and cleaning in all five municipalities, identified untaxed properties, incorrectly registered properties, reviewed all addresses and assigned postal carrier routes for delivery of tax bills.*
		c. Recruit and prepare new municipalities to enter contracts with Montenegro Post	Q3-Q4/05	
		d. Review, evaluate, and certify municipal capacity	Q1/06	
	4. Not less than 4 municipalities implement unified revenue collection office	a. Develop collection procedure manual in cooperation with municipalities	Q1-Q2/05	*Target has been exceeded. At least 3 municipalities (Podgorica, Herceg Novi, and Budva) have adopted and implemented ordinances establishing unified revenue collection offices. 4 additional municipalities (Pljevlje, Bijelo Polje, Šavnik, and Berane) have implemented unified revenue collection offices without adopting an ordinance.*
		b. Support implementation of municipal collection offices and collection procedure manual	Q3/05	
		c. Review, evaluate, and certify municipal capacity	Q1/06	
	5. MoF issues 2006 improved valuation decree	a. Draft improved MoF valuation methodology decree	Q3/05	*Target will not be achieved due to insufficient action by key counterpart (MoF). GLG project prepared detailed report on improved valuation method, delivered to MoF in 3Q/04. However, MoF issued 2003 and 2004 valuation decrees that were invalidated by the Constitutional Court for introducing valuation terminology and methodology not authorized by relevant law and for giving municipalities too much discretion in setting property values. In spite of GLG project advice, MoF issued a 2005 valuation decree in May 2005 (Official Gazette 31/05) that is flawed in the same way as the 2003 and 2004 decrees but is currently in force. 2005 valuation decree could be challenged at any time by petitioners or by the Court itself, and invalidated.*
	6. Not less than 4 municipalities revise data bases to prepare to implement new valuation decree in FY06	a. Train municipalities to implement valuation decree	Q4/05	*This target may be achieved by the end of 2005. MoF has not adopted an improved market-based valuation decree and probably will not do so for 2006 (see 1.D.5, above). However, up to four municipalities (Pljevlja, Mojkovac, Budva, and Kotor) may improve their property tax data bases by the end of 2005. The existing municipal real estate assessment software will not easily support a different database design, and the GLG project will not purchase improved property tax assessment software (see 1.D.1, above), so data base improvements, if any, will not be implemented electronically.*
		b. Review, evaluate, and certify municipal capacity	Q1/06	
	7. Municipal revenue professionals form professional forum and hold first meeting	a. Support organization of forum	Q2-Q4/05	*Target has been achieved. Professional forum formed; representatives of at least 19 municipalities attended first meeting in June 2005. Second meeting*

		b. Assist forum to prepare proposal for US Embassy Democracy Grant to support achieving standards for affiliation with IRRV	Q3-Q4/05	*in September 2005. Forum may need to be formally organized (with charter, etc.) in order to qualify for Democracy Grant; GLG project will investigate and assist with formal organization, if required.*
	8. Not less than 6 municipalities implement improved property data collection techniques	a. Training for municipal staff on data collection manual	Q2-Q3/05	*Target will not be achieved by end of 2005. GLG project will prepare data collection manual and provide training for selected municipalities (probably Pljevlja, Budva, Bar, Berane, Kotor, and Tivat) in 4Q/05, but implementation unlikely to occur in 2005.*
		b. Review, evaluate, and certify municipal capacity	Q1/06	
E. Government of Montenegro moves toward sustainable municipal finance by implementing more equalizing general-purpose transfers and activating municipal revenue assignments not currently being implemented	1. MoF determines priorities for harmonizing conflicting laws affecting municipal revenues and prepares and recommends amendment to at least one existing law (e.g., Law on Forestry) to reconcile it with Law on Local Government Finance	a. Technical support for prioritization and preparation of draft amendment(s)	Q2-Q4/05	*Target has been partially achieved in Q1/FY06. MoF has changed concession rates on certain natural resources (e.g., water and certain minerals) within its jurisdiction to raise rates from 10% to 30%, as required by Law on Local Government Finance. MoF has required that Ministry of Agriculture and Forestry deposit all forestry concession fees into central revenue account for most of 2005, increasing ability of third parties (i.e., municipalities) to determine forestry concession fee revenues. MoF has issued decree requiring that Department of Forestry, within Ministry of Agriculture ,Forestry and Water Resources (MinFor), be brought within Republic budget beginning 2006, further increasing transparency and accountability for forestry concession fee revenues and distributions. Change in concession fee legislation is required to raise municipalities' share of forestry concession fee revenues from 10% to 30%. To that end, MinFor, in cooperation with GLG project, established a working group including representatives of Forestry Administration, MinFor, Union of Montenegrin Municipalities (UMM), and GLG project to resolve this issue. The working group developed an interim solution, to be in implementation until such time when amendments to the Law on Forestry are prepared. The working group recommendation were accepted by MinFor, the Forestry Administration, UMM, MoF, and the Ministry of Justice. MinFor will prepare a letter to MoF to implement the accepted solution as of 1 January 2006.*
	2. LPFC adopts improved 2005 equalization grant allocation rules	a. Present report on Equalization in Europe: Lessons for Montenegro (prepared 4Q/04)	Q1/05	*Target will not be achieved due to insufficient action by key counterpart (MoF/LPFC) LPFC adopted temporary 2005 equalization grant allocation formula in 1Q/05. GLG project provided extensive advice and analysis to*

		b. Technical support for preparation of revised equalization grant allocation rules	Q2/05	*MOF Revenue Department regarding formula and municipal revenue and expenditure data base used for calculating equalization grants. To date, MOF has taken no action to finalize 2005 grant allocation rules or to utilize single and accurate set of municipal revenue and expenditure data for calculating equalization grants (see 1.B.4, above). In September 2005, MOF Revenue Department (Mrs. Mihailovic) requested municipalities to provide information segregating 2004 revenues into revenues received with respect to 2003 and those received with respect to 2004. Municipalities are probably not able to provide this information, since there is no mechanism to trace particular revenues to a bill or other receivable for any year other than the current fiscal year and, in any event, municipal accounting is on a cash basis. Assuming, however, that municipalities do, in fact, provide this information (whether accurate or not), the effect would be an apparent reduction in 2004 revenues without a corresponding reduction in 2004 expenditures. Other things being equal, this would increase the equalization grant to a municipality that failed to collect 2003 revenues in 2003 but was able to collect them in 2004. Bijelo Polje, for example, reportedly collects a very high proportion of its revenues after the end of the fiscal year in which those revenues accrued.*
	4. LPFC adopts improved 2006 equalization grant allocation rules	a. Prepare analysis of current equalization formula, application, and results	Q2-Q3/05	*Target will not be achieved due to insufficient action by key counterpart (MoF/LPFC). Based on results under 1.E.3, above, GLG project does not currently plan to provide further assistance to MOF with regard to 2006 equalization grant formula.*
		b. Prepare draft strategy for improving 2006 allocation rules	Q3/05	
		c. Technical support fo LPFC in considering revised rules	Q3-Q4/05	
F. Legal and regulatory environment for decentralization and local governance improvedCoordination with:NDI (1.F.4)	1. Republic Assembly adopts or amends law to clarify ownership and other rights in municipal property	a. Organize roundtable for counterparts to define concept of legislative changes	Q205	*Target has not been achieved by end of 2005 due to insufficient action by key counterpart (MoF property law working group). One roundtable and several working group meetings held with GLG project participation and support. GLG project prepared comments on most recent draft Law on State Property for submission to working group by about 8 September. Most recent draft continues to confuse issues of ownership of municipal property. Unlikely that new Law will be adopted in Q1/FY06.*
		b. Technical assistance to counterparts and working group	Q2-Q4/05	
		c. Support for public debate	Q3-Q4/05	
	2. Republic Assembly amends not less then one substantial law regulating local government to harmonize it with Law on Local Governance	a. Organize roundtable for counterparts to define concept of legislative changes	Q2/05	*Target will not be achieved due to insufficient action by key counterpart (MoJ). Since April 2004, GLG project has repeatedly provided MoJ with lists and suggested priorities of laws to be amended and offered support to prepare amendments. MoJ has never responded. This target very unlikely to be achieved by the end of 2005. The GLG project has provided extensive comments on several draft laws relating to local governance reform in general, including the draft Law on Participation of the Private Sector for*
		b. Technical assistance to counterparts and working group for preparation of amendment(s)	Q2-Q3/05	

		c. Support for public debate	Q3-Q4/05	*the Delivery of Public Services; the draft Law on the Capital; and the draft Law on Public Sector Procurement, and has participated in the working group preparing the draft Law on Territorial Division of the Republic of Montenegro. In addition, the GLG project has provided comments on laws relating to the delivery of municipal communal services, including the draft Law on Water Supply and the draft Law on Water (see 2.A.6). Finally, the GLG project has provided a memorandum to USAID/Montenegro describing the limited enforcement powers available to the Government and its ministries with regard to municipal compliance with the Law on Local Governance and the Law on Local Government Finance.*
	3. Not less than 10 municipal assemblies adopt not less than 4 of the following ordinances:(i) Municipal Charter(ii) Ordinance on Citizen Participation(iii) Ordinance on Neighborhood Districts(iv) Ordinance on Local Administration(v) Ordinance on Council for Protection and Development of Local Self-Government(vi) Ordinance on Local Assembly Committees(vii) Ordinance on Communal Police (viii) Municipal Assembly Rules of Procedure	a. Technical assistance to UMM to draft additional model ordinances, as required	Q2-Q3/05	*This target has not yet been achieved. In 2005 (through the end of August), 15 municipalities have adopted a total of 31 of the ordinances listed in 1.F.3 (Cetinje (3 ordinances), Andrijevica (2), Berane (2), Bijelo Polje (3), Danilovgrad (1), Herceg Novi (1), Kolašin (2), Kotor (1), Mojkovac (3), Nikšić (3), Pljevlja (1), Rožaje (2), Šavnik (1), Tivat (5), and Žabljak (1)) . The other 6 municipalities have not adopted any additional ordinances so far in 2005, but some of these municipalities had adopted some of the listed ordinances in 2004. Of the ordinances adopted in 2005, the distribution was as follows: Municipal Charter, 4; Ordinance on Citizen Participation, 9; Ordinance on Neighborhood Districts, 6; Ordinance on Local Administration, 1; Ordinance on Council for Protection and Development of Local Government, 1; Ordinance on Local Assembly Committees, 2; Ordinance on Communal Police, 3; Municipal Assembly Rules of Procedure, 5. Including ordinances adopted in 2004, five municipalities have adopted at least four of the listed ordinances (Bijelo Polje (4), Herceg Novi (4), Kolašin (4), Nikšić (4), Tivat (5)); seven municipalities have adopted three of the listed ordinances (Podgorica, Cetinje, Andrijevica, Berane, Mojkovac, Rožaje, Šavnik); two municipalities have adopted two of the listed ordinances (Danilovgrad, Plav); five municipalities have adopted one of the listed ordinances (Bar, Kotor, Plužine, Ulcinj, Žabljak); and two municipalities have adopted none of the listed ordinances (Budva, Plav). Although these ordinances are required by the Law on Local Governance, there is no Government support to municipalities to facilitate adoption of these ordinances, UMM support for their adoption is extremely weak, and there are no consequences for municipalities that fail to adopt them.In 2005, with GLG project participation and support, UMM has adopted model Ordinance on Neighborhood Districts and model Ordinance on Council for Development and Protection of Local Government, and has held regional workshops and published and disseminated brochures on new model ordinances. GLG project is working withmunicipalities of Kotor, Bar, Kolašin, Rožaje, and Pljevlje on adopting model ordinances and designing and implementing public debates prior to adopting ordinances.Draft ordinances and public debate plans are nearly complete.Some of these municipalities may adopt additional ordinances by the end of 2005.*
		b. Technical assistance to municipalities in drafting ordinances	Q2-Q4/05	
		c. Technical assistance to municipalities in planning and organizing public debate on proposed ordinances		
	4. Not less than 6 municipal assemblies implement key provisions of Municipal Assembly Rules of Procedures, including the following: (i) holding public meetings (ii) soliciting input from citizens (iii) publishing periodic reports on Local Assembly activities (iv) making records of meetings available to citizens	a. Prepare handbook on implementation of Municipal Assembly Rules of Procedure	Q3-Q4/05	*Target achieved by end of 2005. GLG project participated in preparing draft handbook during September-October 2005. GLG project discussed with UMM jointly producing handbook and presented at the municipal assembly budget trainings held in December 2005.*
		b. Train local assembly members in implementation of Municipal Assembly Rules of Procedure	Q4/05-Q1/06	

		GLG project Revised year 2 work plan (1 January - 31 December 2005)		
Outcome	Expected outputs	GLG project inputs	Dates	Status as of 31 December 2005
2. COMMUNAL ENTERPRISE MANAGEMENT AND SERVICE DELIVERY				
A. Water works improve management operations	1. Not less than 5 water works establish customer service departments	a. Technical assistance to all water works conducting the management assessment as specified in Manual for Efficient Water Supply Operations (MEWSO)	Q1/05-Q4/05	*Target will be partially achieved by end of 2005. One customer service center (Pljevlja) is open and operating. Danilovgrad (80% likelihood) and Herceg Novi (40% likelihood) customer service offices may open in early 2006.*
		b. Review, evaluate, and certify water works capacity	Q1/06	
	2. Not less than 5 water works carry out public awareness campaigns on topics such as the following: (i) water conservation (ii) protection of water sources (iii) tariff increases (iv) payment of bills (v) illegal connections	a. Determine interest of water works in conduction public awareness campaign	Q1/05-Q1/06	*Target achieved. Three public awareness campaigns (PAC) completed: Herceg Novi (increasing collections); Danilovgrad and Tivat (water conservation). Nikšić initiated an incentive program for regular payers. Rožaje and Pljevlja completed bill inserts and posters to improve customer understanding of water supply services.*
		b. Technical assistance in preparing and implementing public awareness campaigns		
		c. Review, evaluate, and certify water works capacity	Q1/06	
	3. Not less than 5 water works have medium term business plans that include investment priorities	a. Technical assistance in preparing business plans	Q1/05-Q4/05	*Target achieved. Only Pljevlja prepared a full written business plan with GLG project assistance. because it has full municipal support The full business plan consists of a mission statement,, strategic goals, and, water demand management and sales forecast, performance improvement plan, organizational structure, and staffing plan, expenditure forecast, and revenue needs forecast, and a tariff analysis. Because they lacked municipal support, Bar, Herceg Novi, Rožaje, Budva, Plužine, and, Nikšić prepared partial business plans consisting of a mission statement, strategic goals, water and demand management and sales forecast, performance improvement plan. These water works hope to prepare a full business plan in the near future.*
		b. Review, evaluate, and certify water works capacity	Q1/06	
	4. Not less than 5 water works have made changes to improve the use of human resources identified in their management assessments	a. Technical assistance in preparing and implementing human resources sections of management assessments	Q1/05-Q4/05	*Target achieved. Organizational chart analysis in Management Assessments completed for DWWs. Bar, Herceg Novi, Danilovgrad, Pljevlja, Rožaje, and Podgorica have created new leak detection departments. Bar, Danilovgrad, Pljevlja, Rožaje and Nikšić have created new benchmarking departments.*
		b. Review, evaluate, and certify water works capacity	Q1/06	

	5. Montenegro Water Directorate (WD) issues not less than 4 better practices benchmarks established using data from Montenegro water works	a. Technical assistance to Water Directorate to establish performance indicators of efficient, reliable operations and management	Q3/05-Q4/05	*Target achieved. 16 benchmarks have been identified by working group formed by AMWWA; data collection sheets and indicator calculation spreadsheets, WD Operations Manual produced; training workshops for WD staff and benchmarking water works conducted. Cycles1, 2 and 3 (2Q/05, 3Q/05, and 4Q/05) benchmarking data collected and analyzed for eight water works (Ulcinj, Bijelo Polje, Berane, Danilovgrad, Rožaje, Pljevlja, Bar, and Nikšić.)*
		b. Review, evaluate, and certify water works capacity	Q1/06	
	6. Ministry of Environmental Protection and Spatial Planning (MoE) proposes and Republic Assembly adopts new Law on Water Supply Services	a. Technical assistance to MoE in drafting Law on Water Supply Services	Q1/05 – Q14/05	*Target not achieved due to insufficient action by key counterpart. MoE decided to prepare new Law on Water before proceeding with Law on Water Supply Services. GLG project has competed technical assistance to MoE regarding preparation of both laws. Unlikely that either law will be adopted by end of GLG project. GLG project conducted a moderated discussion regarding establishing a Regional Water Supply Company for central and northern Montenegro on 2/25/05. Currently, economics and the political will do not support its establishment.*
		b. Support to MoE in soliciting stakeholder comment on draft law	Q4/05	
		c.Technical assistance to MoE to assess feasibility of regional water works for central and northern Montenegro	Q1/05	
		d. Review, evaluate, and certify water works capacity	Q1/06	
B. Water works improve financial operations	1. Not less than 5 water works calculate full cost recovery tariff, including operation and maintenance and debt service costs	a. Provide TA to all water works conducting financial MEWSO assessment	Q1/05 -Q4/05	*Target partially achieved. Full operating cost recovery tariff based on data provided by water works computed for 10 water works: Bar, Berane, Cetinje, Danilovgrad, Herceg Novi, Nikšić, Plužine, Pljevlja, Rožaje, and Ulcinj using a water and sewerage tariff model. However, while these financial assessments indicate tariffs are generally already at or near full operating cost recovery level (assuming 100% collection), operating and maintenance (O&M) costs include only basic operational costs (generally staff salaries, electricity, and depreciation based on recoded asset value). Maintenance costs are a minimum level and a true depreciation reserve for capital repair and replacement (plus inflation allowances) is not supported at existing tariff levels. Also, water works deny they receive municipal subsidies for O&M costs, while municipal budgets indicate water works generally receive O&M subsidies.*
		b. Review, evaluate, and certify water works capacity	Q1/06	
	2. Not less than 5 water works develop a strategy to implement full cost recovery tariff	a. Provide TA to all water works conducting financial MEWSO assessment	Q1/05 -Q4/05	*Target will not be achieved due to lack of apparent necessity and political will. GLG project conducted financial assessment for ten water works that indicate tariffs are generally already at or near full operating cost recovery level (assuming 100% collection), if operating costs include only basic operational costs (generally staff salaries, electricity depreciation based on recoded asset value). However, since maintenance costs are a minimum level and a depreciation reserve for capital repair and replacement (plus inflation allowances) is not supported at existing tariff levels, and as of 1 January 2006 VAT of 7% must be paid to the Republic for all water billed, an increase in tariffs is needed at most water works.*

		b. Review, evaluate, and certify water works capacity	Q1/06	
	3. Not less than 1 water works undertakes a public awareness campaign regarding implementation of full cost recovery tariff (*see* 2.A.2(iii), above)	a. Technical support for full cost recovery public awareness campaign	Q3/05-Q4/05	*Target not achieved due to lack of apparent necessity and political will. GLG project conducted financial assessment for ten water works that indicate tariffs are generally already at or near full operating cost recovery level (assuming 100% collection), when operating costs include only basic operational costs (generally staff salaries, electricity depreciation based on recoded asset value). However, since maintenance costs are a minimum level, a depreciation reserve for capital repair and replacement (plus inflation allowances) is not supported at existing tariff levels, and as of 1 January 2006 VAT of 7% must be paid to the Republic for all water billed, an increase in tariffs is needed at most water works.*
		b. Review, evaluate, and certify water works capacity	Q1/06	
	4. Not less than 8 water works increase the quantity of water billed (m³/quarter) by at least 20%	a. Install billing and collection software and associated hardware and provide software training	Q2/05-Q4/05	*Target partially achieved. Ten water works (Pljevlja, Danilovgrad, Bijelo Polje, Rožaje, Cetinje, Plav, Andrijevica, Zabljak, Berane, and Ulcinj) participated in the GLG project billing and collection software subproject. Software installed and first billing cycle with new software complete at Pljevlja, Danilovgrad, Bijelo Polje, Ulcinj. Three water works (Pljevlja, Danilovgrad, and Bijelo Polje) have the data to show they have achieved target.*
		b. Review, evaluate, and certify water works capacity	Q1/06	
	5. Not less than 3 water works have developed a strategy to collect delinquent accounts	a. Assist water works in developing billing and collection strategy	Q2/05-Q4/05	*Target achieved - Herceg Novi, Pljevlja and Danilovgrad. Herceg Novi's strategy includes better bill payment options for customers (no paying water meter readers, payment at banks and water works), improved water meter reading (incentives and route variation), and water cuts for non-payers. Danilovgrad's strategy includes cutting off illegal connections with help of leak detection equipment. Pljevlja strategy is terminating service for non-payers and court action for state-owned enterprises where service termination discouraged.*
		b. Review, evaluate, and certify water works capacity	Q1/06	
C. Water works improve technical operations	1. Not less than 5 water works have implemented technical improvements (*e.g.*, spare parts inventory, metering plans, equipment preventive maintenance plan) identified in their technical assessments	a. Provide technical assistance to all water works conducting technical MEWSO assessment	Q1/05 -Q4/05	*Target achieved. Technical Assessments complete in 8 water works (Herceg Novi, Pljevlja, Danilovgrad, Rožaje, Šavnik, Kolašin, Bar, and Žabljak). All participating waterworks are improving system operations by measuring inflows better, making improved cost estimates and reducing electricity costs for pumping stations. Rožaje has completed an Unaccounted for Water (UFW) plan that outlines how to reduce UFW by quantifying all water flows (metering production and water use), updating customer base, and making necessary system repairs. Technical assessments completed in small water works Šavnik, which now has a better estimate of water production and leaks have been reduced using leak detection equipment and repairing leaks. Tool kits for small water works will not be acquired due to lack of GLG project funds.*
		b. Assess small water works needs and provide technical assistance to implement improvements for more efficient operations and maintenance		

		c. Review, evaluate, and certify water works capacity	Q1/06	
	2. Not less than 5 water works are using geographic information systems (GIS) to track technical operations	a. Install GIS software and associated hardware and provide software training	Q1/05 – Q3/05	*Target achieved. All five GIS demonstration sites (Pljevlja, Rožaje, Danilovgrad, Žabljak, Ulcinj) are using GIS to track technical operations by entering data into GIS data base.*
		b. Review, evaluate, and certify water works capacity	Q1/06	
	3. Not less than 15 water works have entered into Memoranda of Understanding (MOUs) and contracts regarding use of leak detection equipment	a. Provide technical assistance to DWWs, Podgorica water works, and neighboring water works in preparation MOUs and contracts governing sharing of leak detection equipment (LDE) and costs of use	Q1/05-Q4/05	*Target partially achieved. All 21 water works have signed MOUs regarding sharing of leak detection equipment and expertise. Model contracts have been delivered to all 21 water works. Five water works are anticipated to have LDE contracts in place by 31 March 2006.*
		b. Review, evaluate, and certify water works capacity	Q1/06	
	4. Not less than 6 water works are using leak detection equipment	a. Procure and deliver leak detection equipment for DWWs and Podgorica water works	Q2-Q4/05	*Target exceeded. Bar, Danilovgrad, Herceg Novi, Podgorica, Pljevlja, Rožaje, Šavnik, Kolašin, Mojkovac, Bijelo Polje, Žabljak, Nikšić and Cetinje are using leak detection equipment. DWWs and Podgorica received leak detection equipment and training for its use in April 05.*
		b. Conduct practical leak detection training for DWWs and Podgorica water works	Q2/05	
		c. Review, evaluate, and certify water works capacity	Q1/06	
	5. Not less than 6 water works have estimated UFW with an identification of high priority areas	a. Assist water works in preparing UFW strategy	Q2/05 – Q4/05	*Target partially achieved. For five water works (Bar, Herceg Novi, Danilovgrad, Pljevlja, Rožaje), financial estimates of UFW are included in financial assessments and night flow monitoring have identified priority repair areas. GLG project prepared UFW Manual of Practice (January 2005) and a UFW plan for Rožaje.*
		b. Review, evaluate, and certify water works capacity	Q1/06	
	6. Not less than 10 water works receive leak detection assistance from DWWs and Podgorica water works	a. DWWs and Podgorica water works commence UFW services for neighboring water works	Q2-Q4/05	*Target partially achieved. Seven water works (Bijelo Polje, Šavnik, Kolašin, Mojkovac, Žabljak, Nikšić, and Cetinje) have received leak detection assistance from DWWs and/or Podgorica.*
		b. Review, evaluate, and certify water works capacity	Q1/06	
D. Water works and municipality improve citizen communication	1. Not less than 3 water works use customer service agreements (CSA) with customers and/or service delivery agreement (SDA) with municipality	a. Prepare model CSA and provide technical assistance to water works for implementation	Q2/05 -– Q4/05	*Target not achieved. project has collected CSA and SDA models and will give to AMWWA for distribution to all water works.*
		b. Prepare model SDA and provide technical assistance to water works for implementation	Q2/05 - Q4/05	

Outcome	Expected outputs	GLG project inputs	Dates	Status as of 15 February 2006
		c. Review, evaluate, and certify water works capacity	Q1/06	
	2. Not less than 3 water works have customers more satisfied with water service delivery than they were in Q1-Q2/05	a. Provide technical assistance to water works to survey customers regarding satisfaction with water service	Q1/05 - Q3/05	*Target partially achieved. July 2005 customer satisfaction survey provides a record of customer satisfaction with water supply services, but there is no pre-existing basis for comparison and GLG project will not conduct planned 2006 survey due to its early termination.*
		b. Review, evaluate, and certify water works capacity	Q1/06	
E. AMWWA improves capacity to deliver services to members	1. Not less than 3 water works use AMWWA resources to obtain technical information or services	a. Assess AMWWA technical resource needs	Q1-Q2/05	*Target achieved. AMWWA three-year Strategic Plan is complete (March 2005) and its progress on achieving its strategic goals is reviewed in each monthly AMWWA meeting. AMMWA has GIS plotter supplied by GLG project that is being routinely used by water works. AMWWA monthly meeting attendance is high and water works receive information at those meetings about conferences, useful websites, product promotions, etc.*
		b. Assist AMWWA to prepare three-year capacity-building plan	Q2/05	
		c. Provide technical assistance to AMWWA to serve as resource for GIS plotter	Q2-Q3/05	
		d. Review, evaluate, and certify AMWWA capacity	Q1/06	

GLG project Revised year 2 work plan (1 January - 31 December 2005)				
Outcome	Expected outputs	GLG project inputs	Dates	Status as of 15 February 2006
3. INFORMATION TECHNOLOGY				

A. Municipalities support and maintain their information technology (IT) infrastructure	1. IT staff from not less than 10 municipalities achieve Network Administrators Intermediate Level certification	a. Provide Network Administrator Intermediate Level training and preparation for certification examination (two to three weeks per municipality)	Q1-Q3/05	*Target has been achieved. Training was completed in late September 2005, when network administrators from 18 municipalities took Network Administrator Intermediate Level examination. All of them passed the examination tests and received certificates.*
	2. IT staff from not less than 5 municipalities achieve Network Administrators Advanced Level certification	a. Provide Network Administrator Advanced Level training and preparation for certification examination (two to three weeks per municipality)	Q4/05	*Target has been partially achieved. Training completed in Pljevlja, Mojkovac, Plav, Kolašin, Podgorica, Nikšić, Šavnik, Tivat, and Budva. Final training in Bar and Ulcinj scheduled to be completed by 10 March 2006.*
	3. Municipal IT administrators group formed and functioning	a. Provide technical support in organizing IT administrators group seminars and discussion forums	Q3-Q4/05	*Target has been achieved. Municipal IT administrators group has been formed and is functioning. Municipal IT bulleting is published regularly, with most contributions from municipal IT administrators, and is the only IT journal published in Montenegro. Two municipal IT administrators seminars were held in 2005 and one in February 2006*
B. Municipalities make fuller use of computer equipment	1. Increased percentage of administrative staff in not less than 10 municipalities use at least one Microsoft Office application on daily basis	a. Assess current use of Microsoft Office applications by municipal administrative staff	Q3/05	*Target has achieved. Assessment of use by municipal staff of Microsoft Office applications was completed in October 2005 and covered 384 survey respondents among admin staff in 19 municipalities; MSOffice (MSWord, Excel, PowerPoint) training completed in 18 out of 20 planned municipalities; reassessment and analysis of increased use of MSOffice by administrative staff was completed in February 2006. In October 2005, 36% of the survey respondents (138 out of 384 respondents) said they used at least on MS Office application (MS Word, MS Excel, or MS PowerPoint) on a daily basis. GLG project then training courses in use of MS Office applications to 168 persons, who said in the October 2005 survey that they did not use at least one MS Office application on a daily basis. After taking the training courses, the February 2006 reassessment showed that 68% (114 of the 168 trainees) use at least one MS Office application on a daily basis. Overall, the percentage of respondents originally surveyed in October 2005 who said in the February 2006 that they use at least one MS Office application on a daily basis increased from 36% (138 persons) to 66% (252 persons).*
		b. Provide additional training to municipal administrative staff in use of Microsoft Office applications, as required	Q4/05	
		c. Reassess use of Microsoft Office applications by municipal administrative staff	Q4/05	
C. Security and resilience of database management system of installed Interim Treasury System (ITMS) improved	1. IT staff of not less than 9 municipalities participate in installation and configuration of new equipment	a. Acquire SCSI hard disk drives	Q1/05	*Target has been exceeded. Municipal IT staff in 17 municipalities participated in installation and configuration of SCSI hard disc drives to provide system redundancy*
		b. Install SCSI hard disk drives in 17 municipalities	Q2/05	
D. GLG web site, Activity Tracking System (ATS) and project IT infra-structure and GLG-installed IT equipment are fully operational	1. n/a **Ongoing**	1. Support and maintenance of installed municipal hardware and software	Q1-Q4/05	*n/a*
		b. Support and maintenance of GLG network capabilities and IT infrastructure in all project offices		
		c. Support for GLG web site and ATS (Activity Tracking System)		

ANNEX III
Project year 1 and 2 training activities

Intergovernmental Finance					
Date	Description	Location	Participants	Number of Trainees	
				Total	Female
January 31st, 2006	Integrated Municipal Finance Training Municipal Asswmbly Members	Niksic	Niksic	12	N/A
January 30th, 2006	Integrated Municipal Finance Training Municipal Asswmbly Members	Tivat	Tivat	15	N/A
January 28th, 2006	Integrated Municipal Finance Training Municipal Asswmbly Members	Kotor	Kotor	13	N/A
February 21st, 2006	Reading and Monitoring the Budget - Training for Berane Municipal Assembly Members	Berane	Berane	20	N/A
November 30th, 2005	Training on Budget and Municipal Assembly Book of Procedures for Bar Municipal Assembly Members	Bar	Bar	13	7
November 26th, 2005	Training on Budget and Municipal Assembly Book of Procedures for Kotor Municipal Assembly Members	Kotor	Kotor	12	2
November 22nd, 2005	Training on Budget and Municipal Assembly Book of Procedures for Niksic Municipal Assembly Members	Niksic	Niksic	12	2
November 15th, 2005	GLG organizes Workshop Budget Training for Berane Municipality assembly members.	Berane	Berane	30	10
October 1st, 2005	Budget Training for Municipal Assembly members of Tivat municipality.	Tivat	Tivat	15	5
October 1st, 2005	Workshop 3 on Public debate process.	Budva	Kolasin Bar Kotor Pljevlja Rozaje	25	no
September 30th, 2005	Budget Training for Municipal Assembly members of Savnik municipality	Savnik	Savnik	14	3
September 21st, 2005	GLG held two Training of trainers sessions for upcoming workshops.	Podgorica	Podgorica	7	3
September 19th, 2005	Regional workshop to distribute Draft Modified Receiver Statement Form, Model Revenue Recording Policy and Procedures, bank services solicitations and agreement, Introduce new Chart of Accounts.	Berane	All	25	N/a
September 9th, 2005	Training on Moderating the Effective Discussion for coordinating body members of the Forum of Municipal Real Estate Taxation and Revenue Officials	Podgorica	Pljevlja Kotor Danilovgrad Berane	5	3
May 31st, 2005	Meeting with Bijelo Polje municipal finance team	Bijelo Polje	Bijelo Polje	N/a	N/a
May 30th, 2005	On site assistance and training, including 2005 data base installation for Municipality of Pluzine.	Pluzine	Pluzine	N/a	N/a
May 20th, 2005	On-site assistance and training, including 2005 data-base installation for Municipality of Niksic.	Niksic	Niksic	7	5
May 13th, 2005	TMS assistance and training for Municipality of Budva. Additional on-site training, 2005 data base installation.	Budva	Budva	N/a	N/a
May 9th, 2005	Training on RET database entering in Ulcinj	Ulcinj	Ulcinj	N/a	N/a
May 5th, 2005	TMS on site assistance and training for Municipality of Savnik.	Savnik	Savnik	4	2
April 28th, 2005	Training of Pljevlja Mun Staff to enter the RET data	Pljevlja	Pljevlja	N/a	N/a
April 27th, 2005	TMS on-site assistance and training to Municipality of Ulcinj. 2005 data base installation.	Ulcinj	Ulcinj	4	1
April 22nd, 2005	TMS on site assistance for Municipality of Herceg-Novi and installation of TMS in the Office of the Secretary of Finance in the Municipality of Tivat.	Herceg Novi	Herceg Novi	7	6
April 19th, 2005	Start work on entering the data in Mojkovac RET database	Mojkovac	Mojkovac	5	N/a
April 7th, 2005	TMS on-site assistance and training, including 2005 data base installation, performed in Municipality of Mojkovac.	Mojkovac	Mojkovac	4	2
February 23rd, 2005	On-site assistance and ITMS installation in Municipality of Pljevlja.	Pljevlja	Pljevlja	5	4
February 15th, 2005	On-site assistance and training to Municipality of Kotor. ITMS 2005 data base installed and additional training provided.	Kotor	Rozaje Kotor	9	8
February 14th, 2005	On-site assistance and training to Municipality of Tivat. ITMS 2005 data base installed and additional training provided.	Tivat	Tivat	5	4
February 8th, 2005	On-site assistance and training to Municipality of Rozaje. 2005 data-base installation and system training.	Rozaje	Rozaje	8	7
February 7th, 2005	On-site assistance and training, ITMS 2005 data-base installation to Municipality of Bijelo Polje.	Bijelo Polje	Bijelo Polje	8	5
January 26th, 2005	On-site assistance and training to Municipality of Bar. ITMS 2005 data base installed. Treasury system operational and staff allocated.	Bar	Bar	5	2
January 19th, 2005	Installation and on-site assistance for ITMS to Municipality of Berane.	Berane	Berane	4	2
January 18th, 2005	Installation and on-site assistance for ITMS to Municipality of Cetinje.	Cetinje	Cetinje	4	2
January 12th, 2005	Installation and on-site support for ITMS to Municipality of Andrijevica.	Andrijevica	Andrijevica	4	2
January 11th, 2005	Installation and on-site support for ITMS implementation to Municipality of Kolasin.	Kolasin	Kolasin	6	5
December 27th,	ITMS training and on-site assistance to Municipality of	Bar	Bar	3	1

2004	Bar				
December 23rd, 2004	ITMS training and on-site assistance to Municipality of Kolasin.	Kolasin	Kolasin	8	5
December 22nd, 2004	On-site assistance and training to Municipality of Rozaje in terms of ITMS implementation.	Rozaje	Rozaje	8	6
December 17th, 2004	ITMS training and on-site assistance to Municipality of Danilovgrad .	Danilovgrad	Danilovgrad	5	2
December 16th, 2004	On-site assistance and training to Municipality of Bar in terms of ITMS implementation	Bar	Bar	5	2
December 4th, 2004	Treasury System Training for Rozaje, Herceg-Novi, Budva, Pluzine and Mojkovac	Podgorica	Budva Herceg Novi Mojkovac Pluzine Rozaje	23	17
November 6th, 2004	Treasury System Training for Savnik, Tivat, Kotor, Bijelo Polje and Kolasin (UI hosted two additional people from Cetinje)	Podgorica	Bijelo Polje Cetinje Kolasin Kotor Savnik Tivat	15	12
October 16th, 2004	Treasury System Training for finance people from Danilovgrad, Cetinje and Plav.	Podgorica	Plav Danilovgrad Cetinje	9	5
September 17th, 2004	Treasury System Training for four Demonstration Site Municipalities: Zabljak, Andrijevica, Ulcinj and Niksic.	Podgorica	Zabljak Ulcinj Niksic Andrijevica	13	8
August 28th, 2004	Treasury System Training for four Demonstartion Sites: Podgorica, Berane, Pljevlja and Bar.	Podgorica	Podgorica Pljevlja Berane Bar	23	14
July 28th, 2004	Treasury Workshop: "Establishing a Banking Relationship" prepared in cooperation with Bearing Point advisors.	Herceg Novi	All	30	19
June 10th, 2004	Workshop for 8 demonstration sites in "Expenditure Control, Budget Accounting and Financial Reporting" including a detailed presentation of the Interim Treasury Management System.	Herceg Novi	All	18	13
April 16th, 2004	A 1-day introductory training for finance officers from all 21 municipalities on How to Set Up a Municipal Treasury at Queens Beach Hotel in Budva.	Budva	All	43	15
February 27th, 2004	Initial Seminar on Strengthening Financial Management and Basic Treasury Functions for all 21 Municipalities.	Podgorica	All	53	N/a
October 29th, 2004	Collection Workshop	Zabljak	All	13	8
October 23rd, 2004	Intermediate Training of Trainers	Kotor	All	7	5
October 20th, 2004	Introductory Training of Trainers	Kotor	Kotor Cetinje Berane Bar	5	3
October 15th, 2004	Excel Training for Municipal Officers	Budva	Ulcinj Podgorica Kotor Herceg Novi Budva Bar	8	6
September 25th, 2004	Cetinje Collection Workshop	Cetinje	All	14	6
September 21st, 2004	Kotor Collection Workshop Technical Preparation	Kotor	Bar Berane Budva Podgorica Zabljak	5	3
October 20th, 2004	Training of municipal Officials on Model Ordinance on CP.	Ulcinj	Ulcinj	N/a	N/a
September 24th, 2004	Producing Manual for SIAP- Service Improvment Action Plan and introduction of Performance Measuring System	Andrijevica	Budva	N/a	N/a
August 3rd, 2005	Workshop 2 on Public debate process	Podgorica	Kolasin Bar Kotor Pljevlja Rozaje	25	N/a
June 17th, 2005	Public Debate Process Workshop	Podgorica	Podgorica	N/a	N/a
TOTAL				**600**	**242**

Legal and Regulatory Environment					
Date	**Description**	**Location**	**Participants**	**Number of Trainees**	
				Total	**Female**
Communal Service					
September 24th, 2004	Producing Manual for SIAP- Service Improvment Action Plan and introduction of Performance Measuring System	Andrijevica	Budva		
CP					
August 3rd, 2005	Workshop 2 on Public debate process	Podgorica	Kolasin Bar Kotor Pljevlja Rozaje	25	
November 18th, 2004	Citizen Participation Workshop: Orientation to CP Starategies, CP Planning and Media/Public Relations	Cetinje	Zabljak Ulcinj Tivat Savnik Rozaje Podgorica Pluzine Pljevlja Plav Niksic Mojkovac Kotor Kolasin Herceg Novi Danilovgrad Cetinje Budva Bijelo Polje Berane Bar Andrijevica	40	
October 29th, 2004	Seminar organized by local NGO "Bjelasica" from Bijelo Polje related to Bjelasica mountain development	Berane	Bijelo Polje	40	
October 26th, 2004	Citizen Participation Training Workshop - Orientation to CP and Two CP Tools/Processes--Conducting Interst Group Discussions and Conducting Citizen Meetings in the Public Debate Process	Zabljak	Zabljak Savnik Rozaje Pluzine Pljevlja Plav Mojkovac Kolasin Bijelo Polje Berane Andrijevica	30	
October 20th, 2004	Citizen Participation Training Workshop - Orientation to CP and Two CP Tools/Processes--Conducting Interst Group Discussions and Conducting Citizen Meetings in the Public Debate Process	Ulcinj	Ulcinj Tivat Podgorica Niksic Kotor Herceg Novi Danilovgrad Cetinje Budva Bar	30	
September 12th, 2004	Briefing by Strategic Planning Team from Herceg Novi	Herceg Novi	Herceg Novi	15	4
August 16th, 2004	Meeting with CIP group	Cetinje	Cetinje	7	2
August 8th, 2004	Meeting with group for Capital Investments Planning (CIP) in Cetinje	Cetinje	Cetinje	7	2
IT					
June 25th, 2004	Computer Training Class - Municipality of Savnik	Savnik	Savnik	8	
June 11th, 2004	Computer Training Class - Municipality of Niksic	Niksic	Niksic	10	
May 31st, 2004	Computer Training Class - Municipality of Herceg Novi	Herceg Novi	Herceg Novi	11	
April 30th, 2004	Computer Training Class	Pljevlja	Pljevlja	10	
June 17th, 2005	Public Debate Process Workshop	Podgorica			
September 14th, 2004	Preparation of SP with SPT members for presenting it to the assembly for adoption	Herceg Novi	Herceg Novi	17	5
TOTAL				**250**	**13**

Communal Enterprise Management and Service					
Date	**Description**	**Location**	**Participants**	**Number of Trainees**	
				Total	**Female**
December 7th, 2005	Follow-up Training of Water Works staff at Zabljak, Plav, Ulcinj, Cetinje, Berane and Rozaje.	Andrijevica	Berane, Cetinje,Plav, Ulcinj, Rozaje, Zabljak		
November 21st, 2005	Training of Water Works staff.	Andrijevica	Republic		
November 9th, 2005	Follow-up Training	Andrijevica	Berane, Cetinje,Plav, Ulcinj, Rozaje, Zabljak		
October 18th, 2005	Training of Water works staff at Andrijevica Water works.	Andrijevica	Andrijevica		
October 7th, 2005	Training of Danilovgrad Water works staff.	Danilovgrad	Danilovgrad		
October 6th, 2005	Training of Pljevlja Water works staff.	Pljevlja	Pljevlja		
October 3rd, 2005	Training of Bijelo Polje Water works staff.	Bijelo Polje	Bijelo Polje		
September 19th, 2005	Initial Training of Water Works staff at Zabljak Water Works.	Zabljak	Zabljak		
September 19th, 2005	Completing any outstanding items at Ulcinj water works regarding use of the newly installed software.	Ulcinj	Ulcinj		
September 19th, 2005	Completing any outstanding items at Cetinje water works regarding use of the newly installed software.	Cetinje	Cetinje		
September 19th, 2005	Completing any outstanding items at Berane water works regarding use of the newly installed software.	Berane	Berane		
September 19th, 2005	Completing any outstanding items at Rozaje water works regarding use of the newly installed software.	Rozaje	Rozaje		
September 12th, 2005	Completing any outstanding items at Danilovgrad water works regarding use of the newly installed software.	Danilovgrad	Danilovgrad		
September 12th, 2005	Training of Bijelo Polje Water Works staff	Bijelo Polje	Bijelo Polje		
September 12th, 2005	Completing any outstanding items at Pljevlja water works regarding use of the newly installed software.	Pljevlja	Pljevlja		
September 12th, 2005	Training of Danilovgrad Water Works staff .	Danilovgrad	Danilovgrad		
September 12th, 2005	Completing any outstanding items at Pljevlja water works regarding use of the newly installed software.	Pljevlja	Pljevlja		
September 5th, 2005	Training of Water Works staff at Andrijevica Water Works.	Andrijevica	Andrijevica		
August 31st, 2005	Source quantification at Zabljak.	Zabljak			
August 30th, 2005	Source quantification at Kolasin.	Kolasin	Republic		
August 25th, 2005	Source quantification at Zabljak	Zabljak	Republic		
August 17th, 2005	Source quantification at Kolasin.	Kolasin			
July 18th, 2005	Night flow metering in the water distribution network of Herceg Novi	Herceg Novi	Municipal	6	1
July 18th, 2005	Staff training in Danilovgrad Water Work.	Danilovgrad	Danilovgrad		
July 18th, 2005	Staff training in Bijelo Polje Water Work.	Bijelo Polje	Bijelo Polje		
July 18th, 2005	Staff training in Pljevlja Water Work	Pljevlja	Pljevlja		
July 11th, 2005	IMB team installs Alpha Net Water Billing System at Plav Water Works	Plav	Plav		
July 11th, 2005	IMB team installs Alpha Net Water Billing System at Zabljak Water Work	Zabljak	Zabljak		
July 11th, 2005	Training session with IMB softwer vendor, from Albania, in Rozaje Water Work.	Rozaje	Rozaje		
July 11th, 2005	Training session with IMB softwer vendor in Rozaje Water Work.	Rozaje	Rozaje		
July 11th, 2005	Training session with IMB software vendor in Berane Water Work.	Berane	Berane		
July 11th, 2005	Training session with IMB software vendor in Cetinje Water Work.	Cetinje	Cetinje		
July 5th, 2005	Eurobit, the B&C software vendor from Bosnia, will do its software training at Bijelo Polje Water Works.	Bijelo Polje	Bijelo Polje		
July 5th, 2005	Eurobit, the B&C software vendor from Bosnia, will do its software training at Pljevlja Water Works.	Pljevlja	Pljevlja		
July 5th, 2005	Eurobit, the B&C software vendor from Bosnia, will do its software training at Danilovgard Water Works.	Danilovgrad	Danilovgrad		
June 23rd, 2005	Night flow metering in the water distribution network of Rozaje	Rozaje	Rozaje, Podgorica	8	2
June 23rd, 2005	Water works Pljevlja - Customer Service Center Opening	Pljevlja	Pljevlja,Rozaje	10	2
June 23rd, 2005	Financial Assessment in Ww Ulcinj	Ulcinj	Ulcinj	3	1
June 22nd, 2005	Financial Assessment in Ww Pljevlja	Pljevlja	Pljevlja	3	2
June 21st, 2005	Financial Assessment in Ww Rozaje	Rozaje	Rozaje	3	2

Date	Event	Location	Participants from		
June 20th, 2005	Night flow metering in Pljevlja	Pljevlja	Podgorica, Pljevlja, Bar	10	2
June 20th, 2005	Financial Assessment in Ww Berane	Berane	Berane	4	1
June 16th, 2005	GIS Plotter Printer Training in AWWMN in Podgorica	Podgorica	Pljevlja,Roz aje, Zabljak, Dailovgrad, Ulcinj	10	2
June 16th, 2005	Discussion in Ww Plav about new B&C software	Plav	Plav	10	5
June 14th, 2005	GIS Training in Ww Rozaje	Rozaje	Rozaje	3	1
June 10th, 2005	GIS Training in Ww Danilovgrad	Danilovgrad	Danilovgrad	3	
June 9th, 2005	GIS Users Group Seminar	Budva	Cetinje,Koto r,Pljevlja, Rozaje,Ulcin j,Danilovgra d,Niksic,Pod gorica,Tivat	45	10
May 20th, 2005	Financial Assessment in Ww Danilovgrad	Danilovgrad	Danilovgrad	2	1
May 19th, 2005	Night flow metering in the Bar Water Works	Bar	Bar	10	1
May 19th, 2005	Financial Assessments in Ww Pluzine and Niksic	Niksic	Pluzine, Niksic	6	3
May 18th, 2005	Financial Assessment in Ww Cetinje	Cetinje	Cetinje	5	2
May 17th, 2005	Financial Assessment in Ww Bar	Bar	Bar	4	2
May 16th, 2005	Night flow metering in the Danilovgrad WW	Danilovgrad	Podgorica, Danilovgrad, Bar	6	1
May 16th, 2005	Financial Assessment in Ww Herceg Novi	Herceg Novi	Herceg Novi	5	4
April 12th, 2005	Leak detection equipment delivery and training for six WW	Budva	Rozaje,Pljev lja, Podgorica,H erceg Novi Danilovgrad, Bar	20	3
January 26th, 2005	UI Water&Wastewater Services Team meeting	Andrijevica			
January 25th, 2005	Water&Wastewater Service GIS consultants conducted GIS Seminar in Przno	Budva	Zabljak, Ulcinj, Rozaje, Danilovgrad Pljevlja, Cetinje, Budva	35	
December 9th, 2004	Seminar o smanjenju neobracunate vode u vodovodnim sistemima (severne opstine)	Budva	Zabljak, Rozaje,Pljev lja, Mojkovac,Bij elo Polje,Andrije vica Savnik,Pluzi ne,Plav, Kolasin,Ber ane	30	
December 6th, 2004	Unaccounted for Water Seminar	Budva	Andrijevica Bar Berane Bijelo Polje Budva Cetinje Danilovgrad Herceg Novi Kolasin Kotor Mojkovac Niksic Plav Pljevlja Pluzine Podgorica Rozaje Savnik Tivat Ulcinj Zabljak	45	10
December 6th, 2004	Seminar o smanjenju neobracunate vode u vodovodnim sistemima (juzne opstine)	Budva	Ulcinj Tivat Podgorica Niksic Kotor Herceg Novi Danilovgrad Cetinje Budva Bar	31	2
November 15th, 2004	Unaccounted for Water Training for all Montenegrin Water Works	Budva	Andrijevica Bar Berane Bijelo Polje Budva Cetinje	40	6

			Danilovgrad Herceg Novi Kolasin Kotor Mojkovac Niksic Plav Pljevlja Pluzine Podgorica Rozaje Savnik Tivat Ulcinj Zabljak		
April 30th, 2004	Manual for Efficient Water Supply Operation (MEWSO) Training Seminars - Northern Water Works	Kolasin	Andrijevica Berane Bijelo Polje Mojkovac Plav Pluzine Rozaje Zabljak	51	18
April 27th, 2004	Manual for Efficient Water Supply Operations (MEWSO) - training seminars for all Southern Water Works.	Budva	Ulcinj Tivat Podgorica Niksic Kotor Herceg Novi Danilovgrad Cetinje Budva Bar	66	20
IT					
December 7th, 2005	Follow-up Training of Water Works staff at Zabljak, Plav, Ulcinj, Cetinje, Berane and Rozaje.	Andrijevica	Berane Cetinje Plav Rozaje Ulcinj Zabljak		
November 21st, 2005	Training of Water Works staff.	Andrijevica	Republic		
November 9th, 2005	Follow-up Training	Andrijevica	Berane Cetinje Plav Rozaje Ulcinj Zabljak		
October 18th, 2005	Training of Water works staff at Andrijevica Water works.	Andrijevica	Andrijevica		
October 7th, 2005	Training of Danilovgrad Water works staff.	Danilovgrad	Danilovgrad		
October 6th, 2005	Training of Pljevlja Water works staff.	Pljevlja	Pljevlja		
October 3rd, 2005	Training of Bijelo Polje Water works staff.	Bijelo Polje	Bijelo Polje		
LEGISLATIVE FRAMEWORK					
May 20th, 2005	Financial Assessment in Ww Danilovgrad	Danilovgrad	Danilovgrad	2	1
TOTAL				**476**	**105**

Information Technology					
Date	Description	Location	Participants	Number of Trainees	
				Total	Female
July 1st, 2005	IT Network Administrators Training (A-08)	Pljevlja	Municipal	1	1
June 30th, 2005	IT Network Administrators Training (A-08)	Berane	Municipal	1	0
June 29th, 2005	IT Network Administrators Training (A-05)	Podgorica	Municipal	2	1
June 29th, 2005	IT Network Administrators Training (A-08)	Kolasin	Municipal	1	1
June 28th, 2005	IT Network Administrators Training (A-07)	Zabljak	Municipal	1	0
June 27th, 2005	IT Network Administrators Training (A-07)	Rozaje	Municipal	1	1
June 27th, 2005	IT Network Administrators Training (A-05/06)	Cetinje	Municipal	1	1
June 23rd, 2005	IT Network Administrators Training (A-07)	Mojkovac	Municipal	1	1
June 22nd, 2005	IT Network Administrators Training (A-07)	Plav	Municipal	1	1
June 21st, 2005	IT Network Administrators Training (A-07)	Bijelo Polje	Municipal	1	0
June 20th, 2005	IT Network Administrators Training (A-07)	Andrijevica	Municipal	1	0
June 17th, 2005	IT Network Administrators Training (A-07)	Pljevlja	Municipal	1	1
June 16th, 2005	IT Network Administrators Training (A-07)	Kolasin	Municipal	1	1
June 15th, 2005	IT Network Administrators Training (A-06)	Savnik	Municipal	1	0
June 15th, 2005	IT Network Administrators Training (A-06)	Pluzine	Municipal	1	0
June 14th, 2005	IT Network Administrators Training (A-07)	Berane	Municipal	1	0
June 13th, 2005	IT Network Administrators Training (A-06)	Andrijevica	Municipal	1	0
June 9th, 2005	IT Network Administrators Training (A-06)	Zabljak	Municipal	1	0
June 8th, 2005	IT Network Administrators Training (A-06)	Bijelo Polje	Municipal	1	0
June 7th, 2005	IT Network Administrators Training (A-02/03)	Andrijevica	Municipal	1	0
June 6th, 2005	IT Network Administrators Training (A-06)	Berane	Municipal	1	0
June 2nd, 2005	IT Network Administrators Training (A-06)	Mojkovac	Municipal	1	1
June 1st, 2005	IT Network Administrators Training (A-06)	Plav	Municipal	1	0
May 31st, 2005	IT Network Administrators Training (A-04/05)	Cetinje	Municipal	1	1
May 31st, 2005	IT Network Administrators Training (A-06)	Rozaje	Municipal	1	1
May 27th, 2005	IT Network Administrators Training (A-04/05)	Pluzine	Municipal	1	0
May 25th, 2005	IT Network Administrators Training (A-06)	Kolasin	Municipal	1	1
May 24th, 2005	IT Network Administrators Training (A-05)	Plav	Municipal	1	1
May 23rd, 2005	IT Network Administrators Training (A-05)	Berane	Municipal	1	0
May 19th, 2005	IT Network Administrators Training (A-05)	Rozaje	Municipal	1	1
May 18th, 2005	IT Network Administrators Training (A-05)	Andrijevica	Municipal	1	0
May 18th, 2005	IT Network Administrators Training (A-04/05)	Savnik	Municipal	1	0
May 17th, 2005	IT Network Administrators Training (A-05)	Zabljak	Municipal	1	0
May 13th, 2005	IT Network Administrators Training (A-04/05)	Ulcinj	Municipal	1	0
January 12th, 2003	IT Network Administrators Training (A-05)	Mojkovac	Municipal	1	0
May 12th, 2005	IT Network Administrators Training (A-04/05)	Danilovgrad	Municipal	3	3
May 12th, 2005	IT Network Administrators Training (A-04)	Podgorica	Municipal	3	0
May 11th, 2005	IT Network Administrators Training (A-05)	Pljevlja	Municipal	1	1
May 11th, 2003	IT Network Administrators Training (A-04/05)	Tivat	Municipal	1	0
May 10th, 2005	IT Network Administrators Training (A-05)	Kolasin	Municipal	1	1
May 10th, 2005	IT Network Administrators Training (A-04/05)	Niksic	Municipal	2	o
May 9th, 2005	IT Network Administrators Training (A-05)	Bijelo Polje	Municipal	1	0
May 5th, 2003	IT Network Administrators Training (A-04/05)	Herceg Novi	Municipal	1	0
May 4th, 2005	IT Network Administrators Training (A-05)	Pljevlja	Municipal	1	1
April 28th, 2005	IT Network Administrators Training (A-04/05)	Berane	Municipal	1	0
April 28th, 2005	IT Network Administrators Training (A-04)	Cetinje	Municipal	1	1
April 28th, 2005	IT Network Administrators Training (A-04)	Podgorica	Municipal	3	0
April 27th, 2005	IT Network Administrators Training (A-04)	Rozaje	Municipal	1	1
April 27th, 2005	IT Network Administrators Training (A-04)	Savnik	Municipal	1	0
April 26th, 2005	IT Network Administrators Training (A-04)	Kolasin	Municipal	1	1
April 26th, 2006	IT Network Administrators Training (A-04)	Bar	Municipal	1	0
April 22nd, 2005	IT Network Administrators Training (A-02/03)	Pluzine	Municipal	1	0
April 22nd, 2005	IT Network Administrators Training (A-04)	Zabljak	Municipal	1	0
April 21st, 2005	IT Network Administrators Training (A-03)	Danilovgrad	Municipal	1	1
April 21st, 2005	IT Network Administrators Training (A-03)	Niksic	Municipal	1	0
April 20th, 2005	IT Network Administrators Training (A-04)	Herceg Novi	Municipal	1	0
April 19th, 2005	IT Network Administrators Training (A-03)	Cetinje	Municipal	1	1
April 19th, 2005	IT Network Administrators Training (A-02/03)	Plav	Municipal	1	1
April 19th, 2005	IT Network Administrators Training (A-03)	Tivat	Municipal	1	0
April 18th, 2005	IT Network Administrators Training (A-04)	Ulcinj	Municipal	1	
April 18th, 2006	IT Network Administrators Training (A-03)	Bijelo Polje	Municipal	1	0
April 4th, 2005	IT Network Administrators Training (A-04)	Rozaje	Municipal	1	0
March 29th, 2005	IT Network Administrators Training (A-01/02)	Zabljak	Municipal	1	0
March 24th, 2005	IT Network Administrators Training (A-03)	Rozaje	Municipal	1	1
March 23rd, 2005	IT Network Administrators Training (A-03)	Plav	Municipal	1	1
March 22nd, 2005	IT Network Administrators Training (A-03)	Pljevlja	Municipal	1	1
March 21st, 2005	IT Network Administrators Training (A-03)	Mojkovac	Municipal	1	0
March 17th, 2005	IT Network Administrators Training (A-03)	Berane	Municipal	1	0
March 16th, 2005	IT Network Administrators Training (A-03)	Kolasin	Municipal	1	1
March 15th, 2005	IT Network Administrators Training (A-03)	Bijelo Polje	Municipal	1	0
March 15th, 2006	IT Network Administrators Training (A-03)	Podgorica	Municipal	3	0
February 24th, 2005	Training session (A-02) for Network Administrator	Zabljak	Municipal	1	0
February 23rd,	Training session (A-02) for Network Administrator	Pljevlja	Municipal	1	1

2005					
February 7th, 2005	Training session (A-02) for Network Administrator	Podgorica	Municipal	3	1
February 2nd, 2005	Training session (A-02) for Network Administrator	H. Novi	Municipal	1	0
February 2nd, 2005	Training session (A-02) for Network Administrator	Rozaje	Municipal	1	1
January 31st, 2005	Training session (A-01) for Network Administrator	Podgorica	Municipal	3	1
January 28th, 2005	Training session (A-02) for Network Administrator	Niksic	Municipal	2	0
January 27th, 2005	Training session (A-02) for Network Administrator	Bar	Municipal	2	0
January 26th, 2005	Training session (A-02) for Network Administrator	Berane	Municipal	1	0
January 26th, 2006	Training session (A-02) for Network Administrator	B. Polje	Municipal	1	0
January 25th, 2005	Training session (A-02) for Network Administrator	Plav	Municipal	1	0
January 24th, 2006	Training session (A-02) for Network Administrator	Kolasin	Municipal	1	1
December 23rd, 2004	Training session (A-01) for Network Administrator	B. Polje	Municipal	1	0
December 22nd, 2004	Training session (A-01) for Network Administrator	Pljevlja	Municipal	1	1
December 13th, 2004	Training session (A-01) for Network Administrator	Danilovgrad	Municipal	1	1
December 9th, 2004	Training session (A-01) for Network Administrator	Budva	Municipal	1	0
December 8th, 2004	Training session (A-01) for Network Administrator	Ulcinj	Municipal	1	0
December 7th, 2004	Training session (A-01) for Network Administrator	Kotor	Municipal	1	0
December 7th, 2004	Training session (A-01) for Network Administrator	Tivat	Municipal	1	0
December 6th, 2004	Basic Comp. Training Class provided to W. W. Staff	B. Polje	Municipal	7	3
December 3rd, 2004	Basic Comp. Training Class provided to W. W. Staff	B. Polje	Municipal	10	
December 3rd, 2004	Training session (A-01) for Network Administrator	Niksic	Municipal	2	0
December 2nd, 2004	Training session (A-01) for Network Administrator	Kotor	Municipal	1	0
December 1st, 2004	Training session (A-01) for Network Administrator	Bar	Municipal	2	0
November 30th, 2004	Training session for Network Administrator	H. Novi	Municipal	1	0
November 16th, 2004	Internal Power Point Training	Podgorica	Budva, B. Polje	10	5
November 10th, 2004	Internal Power Point Training	Podgorica		5	2
November 9th, 2004	Internal Excel Training	Podgorica		5	3
November 8th, 2004	Internal Excel Training	Podgorica	Budva, B. Polje	8	5
November 5th, 2004	Computer Assistance Training	Pluzine	Municipal	10	
November 3rd, 2004	Computer Assistance Training	Savnik	Municipal	10	
November 2nd, 2004	Internal Power Point Training	Podgorica		4	3
November 1st, 2004	Internal Excel Training	Podgorica		4	3
October 27th, 2004	Computer Assistance Training	Danilovgrad	Municipal	10	
October 20th, 2004	Computer Assistance Training	Kolasin	Municipal	10	
October 15th, 2004	Basic Comp. Training Class provided to W. W. Staff	Savnik	Municipal	11	
October 8th, 2004	Basic Comp. Training Class provided to W. W. Staff	Kolasin	Municipal	11	
October 1st, 2004	Basic Comp. Training Class provided to W. W. Staff	Niksic	Municipal	9	4
October 1st, 2004	Basic Comp. Training Class provided to W. W. Staff	Mojkovac	Municipal	11	9
September 24th, 2004	Basic Comp. Training Class provided to W. W. Staff	Podgorica	Municipal	10	7
September 24th, 2004	Basic Comp. Training Class provided to W. W. Staff	Pluzine	Municipal	6	4
September 17th, 2004	Basic Comp. Training Class provided to W. W. Staff	Kotor	Municipal	10	
September 17th, 2004	Basic Comp. Training Class provided to W. W. Staff	Bar	Municipal	10	
September 10th, 2004	Computer Assistance Training	Cetinje	Municipal	5	
September 10th, 2004	Basic Comp. Training Class provided to W. W. Staff	Cetinje	Municipal	5	
August 30th, 2004	Comp. Training Class provided to W. W. Staff	Ulcinj	Municipal	10	7
August 20th, 2004	Comp. Training Class provided to W. W. Staff	Plav	Municipal	10	3
August 13th, 2004	Comp. Training Class provided to W. W. Staff	Danilovgrad	Municipal	9	5
August 6th, 2004	Comp. Training Class provided to W. W. Staff	Rozaje	Municipal	10	5
July 30th, 2004	Comp. Training Class provided to W. W. Staff	Pljevlja	Municipal	9	6
July 30th, 2004	Comp. Training Class provided to W. W. Staff	Zabljak	Municipal	9	5
July 23rd, 2004	Comp. Training Class provided to W. W. Staff	Berane	Municipal	5	5
July 23rd, 2004	Comp. Training Class provided to W. W. Staff	Andrijevica	Municipal	5	3
July 10th, 2004	Comp. Training Class provided to W. W. Staff	H. Novi	Municipal	6	5
July 2nd, 2004	Computer Training Class	Kolasin	Municipal	10	

Date	Description	Location	Type	Col1	Col2
June 18th, 2004	Computer Training Class	Rozaje	Municipal	10	
June 18th, 2004	Computer Training Class	Pluzine	Municipal	11	
June 11th, 2004	Comp. Training Class provided to W. W. Staff	Andrijevica	B. Polje	10	
June 11th, 2004	Computer Training Class	B. Polje	Municipal	10	
June 4th, 2004	Computer Training Class	Plav	Municipal	10	
May 29th, 2004	Computer Training Class	Kotor	Municipal	11	
May 28th, 2004	Computer Training Class	Mojkovac	Municipal	10	
May 21st, 2004	Computer Training Class	Danilovgrad	Municipal	10	7
May 21st, 2004	Computer Training Class	Zabljak	Municipal	10	
May 21st, 2004	Computer Training Class	Tivat	Municipal	11	
May 14th, 2004	Computer Training Class	Budva	Municipal	11	10
May 14th, 2004	Computer Training Class	Andrijevica	Municipal	10	
May 14th, 2004	Computer Training Class	Cetinje	Municipal	11	
April 30th, 2004	Computer Training Class	Ulcinj	Municipal	9	3
April 30th, 2004	Computer Training Class	Pljevlja	Municipal	10	7
April 23rd, 2004	Computer Training Class	Bar	Municipal	10	7
April 23rd, 2004	Computer Training Class	Berane	Municipal	10	
September 13th, 2005	MSOffice course	H. Novi	Municipal	10	9
December 19th, 2005	Training session for Network Administrator (Advance) in municipality Mojkovac (ongoing course)	Mojkovac	Municipal	1	1
December 12th, 2005	Training session for Advance Network Administrator in municipality Bar (ongoing course)	Bar	Municipal	2	2
December 12th, 2005	Training session (A-10) for Network Administrator in municipality Berane (ongoing course)	Ulcinj	Municipal	1	1
December 12th, 2005	Training session for Network Administrator (Advance) in municipality Berane (ongoing course)	Berane	Municipal	1	
December 5th, 2005	MSOffice course, municipality of Pluzine	Pluzine	Municipal	10	6
December 2nd, 2005	MSOffice course, municipality of Mojkovac	Mojkovac	Municipal	10	5
November 28th, 2005	MSOffice course, municipality of Tivat	Tivat	Municipal	10	5
November 28th, 2005	MSOffice course, municipality of Pljevlja	Pljevlja	Municipal	4	3
November 28th, 2005	MSOffice course, municipality of Budva	Budva	Municipal	10	7
November 28th, 2005	MSOffice course, municipality of H.Novi	Herceg Novi	Municipal	10	
November 21st, 2005	MSOffice course, municipality of Savnik	Savnik	Municipal	10	5
November 14th, 2005	MSOffice course, municipality of Cetinje	Cetinje	Municipal	10	9
November 14th, 2005	MSOffice course, municipality of Andrijevica	Andrijevica	Municipal	5	4
November 7th, 2005	MSOffice course, municipality of Podgorica	Podgorica	Municipal	10	4
November 7th, 2005	MSOffice course, municipality of Plav	Plav	Municipal	10	3
November 7th, 2005	MSOffice course, municipality of Niksic	Niksic	Municipal	10	10
November 4th, 2005	MSOffice course, municipality of Podgorica	Podgorica	Municipal	10	4
November 4th, 2005	MSOffice course, municipality of Rozaje	Rozaje	Municipal	5	4
October 31st, 2005	MSOffice course, municipality of Danilovgrad	Danilovgrad	Municipal	11	8
October 28th, 2005	MSOffice course, municipality of Zabljak	Zabljak	Municipal	5	
October 28th, 2005	MSOffice course, municipality of Ulcinj	Ulcinj	Municipal	10	2
October 21st, 2005	MSOffice course, municipality of B.Polje	Bijelo Polje	Municipal	6	3
October 21st, 2005	MSOffice course, municipality Bar	Bar	Municipal	10	4
October 21st, 2005	MSOffice course, municipality of Kolasin	Kolasin	Municipal	5	2
October 14th, 2005	MSOffice course, municipality of Berane	Berane	Municipal	5	2
September 30th, 2005	Exam in Network Administration for municipal IT contacts, course attendees.	Podgorica	Zabljak Ulcinj Tivat Savnik Rozaje Podgorica Pluzine Pljevlja Plav Niksic Mojkovac Kotor Kolasin Herceg Novi Danilovgrad Cetinje Budva Bijelo Polje Berane Bar Andrijevica	30	10
September 28th, 2005	Summary training session for Network Administrator in municipality Pljevlja(ongoing course)	Pljevlja	Municipal	1	1

September 27th, 2005	Summary training session for Network Administrator in municipality Savnik (ongoing course)	Savnik	Municipal	1	
September 26th, 2005	Summary training session for Network Administrator in municipality Ulcinj (ongoing course)	Ulcinj	Municipal	1	
September 23rd, 2005	Summary training session for Network Administrator in municipality Rozaje(ongoing course)	Rozaje	Municipal	1	1
September 21st, 2005	Summary training session for Network Administrator in municipality Pluzine(ongoing course)	Pluzine	Municipal	1	
September 20th, 2005	Summary training session for Network Administrator in municipality B. Polje(ongoing course)	Bijelo Polje	Municipal	1	
September 14th, 2005	Training session (A-10) for Network Administrator in municipality Cetinje(ongoing course)	Cetinje	Municipal	1	
September 13th, 2005	Training session (A-10) for Network Administrator in municipality Zabljak(ongoing course)	Zabljak	Municipal	1	
September 13th, 2005	Training session (A-10) for Network Administrator (Advance) in municipality Pljevlja (ongoing course)	Pljevlja	Municipal	1	1
September 6th, 2005	Training session (A-10) for Network Administrator in municipality H. Novi(ongoing course)	Herceg Novi	Municipal	1	
September 6th, 2005	Training session (A-10) for Network Administrator I n municipality Mojkovac (ongoing course)	Mojkovac	Municipal	1	1
September 5th, 2005	Training session (A-10) for Network Administrator in municipality Kolasin(ongoing course)	Kolasin	Municipal	1	1
September 5th, 2005	Training session (A-10) for Network Administrator in municipality Budva(ongoing course)	Budva	Municipal	1	
September 4th, 2005	Training session (A-10) for Network Administrator in municipality Ulcinj (ongoing course)	Ulcinj	Municipal	1	
September 2nd, 2005	Training session (A-10) for Network Administrator in municipality Bar (ongoing course)	Bar	Municipal	1	
September 1st, 2005	Training session (A-10) for Network Administrator in municipality Berane (ongoing course)	Berane	Municipal	1	
August 18th, 2005	Training session (A01-A09) for Network Administrator in municipality Zabljak(ongoing course)	Zabljak	Municipal	1	
August 17th, 2005	Training session (A01-A09) for Network Administrator in municipality Kolasin(ongoing course)	Kolasin	Municipal	1	1
August 16th, 2005	Training session (A01-A09) for Network Administrator in municipality Pljevlja(ongoing course)	Pljevlja	Municipal	1	1
August 15th, 2005	Training session (A01-A09) for Network Administrator in municipality Mojkovac (ongoing course)	Mojkovac	Municipal	1	1
August 11th, 2005	Training session (A01-09) for Network Administrator in municipality Rozaje(ongoing course)	Rozaje	Municipal	1	1
August 10th, 2005	Training session (A01-A09) for Network Administrator in municipality Berane(ongoing course)	Berane	Municipal	1	
August 9th, 2005	Training session (A-09) for Network Administrator in municipality Kolasin(ongoing course)	Kolasin	Municipal	1	1
July 29th, 2005	Training session (A-06) for Network Administrator in municipality Pluzine (ongoing course)	Pluzine	Municipal	1	
July 28th, 2005	Training session (A-06) for Network Administrator in municipality Danilovgrad(ongoing course)	Danilovgrad	Municipal	2	1
July 27th, 2005	Training session (A-06) for Network Administrator in municipality Budva (ongoing course)	Budva	Municipal	1	
July 25th, 2005	Training session (A-06) for Network Administrator in municipality H. Novi (ongoing course)	Herceg Novi	Municipal	1	
July 22nd, 2005	Training session (A-09) for Network Administrator in municipality B.Polje (ongoing course)	Bijelo Polje	Municipal	1	1
July 22nd, 2005	Training session (A-06) for Network Administrator in municipality Bar (ongoing course)	Bar	Municipal	2	
July 21st, 2005	Training session (A-06) for Network Administrator in municipality Ulcinj (ongoing course)	Ulcinj	Municipal	1	
July 21st, 2005	Training session (A-09) for Network Administrator in municipality Kolasin(ongoing course)	Kolasin	Municipal	1	1
July 20th, 2005	Training session (A-06) for Network Administrator in municipality Niksic (ongoing course)	Niksic	Municipal	2	
July 20th, 2005	Training session (A-09) for Network Administrator in municipality Rozaje (ongoing course)	Rozaje	Municipal	1	1
July 19th, 2005	Training session (A-09) for Network Administrator in municipality Zabljak(ongoing course)	Zabljak	Municipal	1	
July 19th, 2005	Training session (A-06) for Network Administrator in municipality Savnik (ongoing course)	Savnik	Municipal	1	
July 18th, 2005	Training session (A-09) for Network Administrator in municipality Plav (ongoing course)	Plav	Municipal	1	1
July 18th, 2005	Training session (A-06) for Network Administrator in municipality Cetinje (ongoing course)	Cetinje	Municipal	1	1
July 15th, 2005	Training session (A-09) for Network Administrator in municipality Pljevlja (ongoing course)	Pljevlja	Municipal	1	1
July 14th, 2005	Training session (A-09) for Network Administrator in municipality Andrijevica(ongoing course)	Andrijevica	Municipal	1	
July 13th, 2005	Training session (A-09) for Network Administrator in municipality Berane(ongoing course)	Berane	Municipal	1	
July 12th, 2005	Training session (A-08) for Network Administrator in municipality Zabljak(ongoing course)	Zabljak	Municipal	1	
July 11th, 2005	Training session (A-08) for Network Administrator in municipality Rozaje (ongoing course)	Rozaje	Municipal	1	1
July 7th, 2005	Training session (A-08) for Network Administrator	Bijelo Polje	Municipal	1	

	in municipality B.Polje (ongoing course)				
July 6th, 2005	Training session (A-08) for Network Administrator in municipality Andrijevica(ongoing course)	Andrijevica	Municipal	1	
July 5th, 2005	Training session (A-08/09) for Network Administrator in municipality Mojkovac(ongoing course)	Mojkovac	Municipal	1	1
July 4th, 2005	Training session (A-08) for Network Administrator in municipality Plav (ongoing course)	Plav	Municipal	1	1
July 1st, 2005	Training session (A-08) for Network Administrator in municipality Pljevlja (ongoing course)	Pljevlja	Municipal	1	1
December 20th, 2005	Training session for Network Administrator (Advance) in municipality Tivat (ongoing course)	Tivat	Municipal	1	0
December 21st, 2005	Training session for Network Administrator (Advance) in municipality Budva (ongoing course)	Budva	Municipal	1	0
December 22nd, 2005	Training session for Network Administrator (Advance) in municipality Mojkovac (ongoing course)	Mojkovac	Municipal	1	1
December 27th, 2005	Training session for Network Administrator (Advance) in municipality Berane (ongoing course)	Berane	Municipal	1	0
December 28th, 2005	Training session for Network Administrator (Advance) Kolasin (ongoing course)	Kolasin	Municipal	1	0
December 29th, 2005	Training session for Network Administrator (Advance) in municipality Pljevlja (ongoing course)	Pljevlja	Municipal	1	1
January 11th, 2006	Training session for Network Administrator (Advance) in municipality Mojkovac (ongoing course)	Mojkovac	Municipal	1	1
January 12th, 2006	Training session for Network Administrator (Advance) in municipality Podgorica (ongoing course)	Podgorica	Municipal	1	0
January 13th, 2006	Training session for Network Administrator (Advance) in municipality Niksic (ongoing course)	Niksic	Municipal	1	0
January 16th, 2006	Training session for Network Administrator (Advance) in municipality Savnik (ongoing course)	Savnik	Municipal	1	0
January 17th, 2006	Training session for Network Administrator (Advance) in municipality Kolasin (ongoing course)	Kolasin	Municipal	1	0
January 18th, 2006	Training session for Network Administrator (Advance) in municipality Plav (ongoing course)	Plav	Municipal	1	1
January 19th, 2006	Training session for Network Administrator (Advance) in municipality Berane (ongoing course)	Berane	Municipal	1	0
January 20th, 2006	Training session for Network Administrator (Advance) in municipality Pljevlja (ongoing course)	Pljevlja	Municipal	1	1
January 23th, 2006	Training session for Network Administrator (Advance) in municipality Podgorica (ongoing course)	Podgorica	Municipal	1	0
January 24th, 2006	Training session for Network Administrator (Advance) in municipality Niksic (ongoing course)	Niksic	Municipal	1	0
January 25th, 2006	Training session for Network Administrator (Advance) in municipality Savnik (ongoing course)	Savnik	Municipal	1	0
January 26th, 2006	Training session for Network Administrator (Advance) in municipality Mojkovac (ongoing course)	Mojkovac	Municipal	1	1
January 27th, 2006	Training session for Network Administrator (Advance) in municipality Kolasin (ongoing course)	Kolasin	Municipal	1	0
January 30th, 2006	Training session for Network Administrator (Advance) in municipality Plav (ongoing course)	Plav	Municipal	1	1
January 31th, 2006	Training session for Network Administrator (Advance) in municipality Berane (ongoing course)	Berane	Municipal	1	0
January 30th, 2006	Training session for Network Administrator (Advance) in municipality Pljevlja (ongoing course)	Pljevlja	Municipal	1	1
January 27th, 2006	Training session for Network Administrator (Advance) in municipality Podgorica (ongoing course)	Podgorica	Municipal	1	0
January 25th, 2006	Training session for Network Administrator (Advance) in municipality Niksic (ongoing course)	Niksic	Municipal	1	0
January 23th, 2006	Training session for Network Administrator (Advance) in municipality Mojkovac (ongoing course)	Mojkovac	Municipal	1	1
January 24th, 2006	Training session for Network Administrator (Advance) in municipality Kolasin (ongoing course)	Kolasin	Municipal	1	0
January 25th, 2006	Training session for Network Administrator (Advance) in municipality Plav (ongoing course)	Savnik	Municipal	1	0
January 19th, 2006	Training session for Network Administrator (Advance) in municipality Savnik (ongoing course)	Savnik	Municipal	1	0
January 20th, 2006	Training session for Network Administrator (Advance) in municipality Savnik (ongoing course)	Savnik	Municipal	1	0
February 1st, 2006	Training session for Network Administrator (Advance) in municipality Pljevlja (ongoing course)	Pljevlja	Municipal	1	1
February 2nd, 2006	Training session for Network Administrator (Advance) in municipality Kolasin (ongoing course)	Kolasin	Municipal	1	0
February 3rd, 2006	Training session for Network Administrator (Advance) in municipality Plav (ongoing course)	Plav	Municipal	1	1
February 8th, 2006	Training session for Network Administrator (Advance) in municipality Plav (ongoing course)	Berane	Municipal	1	0
February 9th, 2006	Training session for Network Administrator (Advance) in municipality Plav (ongoing course)	Berane	Municipal	1	0
February 14th, 2006	Training session for Network Administrator in municipality Cetinje (ongoing course)	Cetinje	Municipal	1	1
February 15th, 2006	Training session for Network Administrator in municipality Cetinje (ongoing course)	Cetinje	Municipal	1	1
February 16th, 2006	Training session for Network Administrator (Advance) in municipality Cetinje (ongoing course)	Cetinje	Municipal	1	1

February 23th, 2006	Training session for Network Administrator (Advance) in municipality Ulcinj (ongoing course)	Ulcinj	Municipal	1	0
February 24th, 2006	Training session for Network Administrator (Advance) in municipality Ulcinj (ongoing course)	Ulcinj	Municipal	1	0
February 27th, 2006	Training session for Network Administrator (Advance) in municipality Ulcinj (ongoing course)	Ulcinj	Municipal	1	0
March 2nd, 2006	Training session for Network Administrator (Advance) in municipality Ulcinj (ongoing course)	Ulcinj	Municipal	1	0
March 6th, 2006	Training session for Network Administrator (Advance) in municipality Bar (ongoing course)	Bar	Municipal	1	0
March 7th, 2006	Training session for Network Administrator (Advance) in municipality Bar (ongoing course)	Bar	Municipal	1	0
March 8th, 2006	Training session for Network Administrator (Advance) in municipality Bar (ongoing course)	Bar	Municipal	1	0
March 9th, 2006	Training session for Network Administrator (Advance) in municipality Bar (ongoing course)	Bar	Municipal	1	0
TOTAL				**866**	**313**

	Number of Trainees	
	Total	Female
Intergovernmental Finance	600	242
Legal and Regulatory Environment	250	13
Communal Enterprise Management and Services	476	105
Information Technology	866	313
Total	**2192**	**673**

ANNEX IV
Project year 1 and 2 deliverables and other documents

Component	Completed			Report	PowerPoint Presentation	Agenda	Minutes	Training Manual	Handouts	Participant List	Evaluation	In progress	Remarks
	English	Local language	Electronic										
COMPONENT 1: INTEGRATED MUNICIPAL FINANCE													
Budget Reporting, Expenditure Reduction & Multi-year Balanced Budgeting													
Presentation Bank operations with municipalities	x	x	x										
Report and Summary from Cetinje Roundtable	x		x										
Municipal Treasuries													
"Municipal Treasury System Procedures"-Treasury Instructions & Forms	x	x	x										
Local Government Treasury Directions, w/Accounting Forms	x		x										
Municipal Treasury Instructions		x	x										
Organization Structure of the Secretariat of Finance - proposal	x	x	x										
Municipal Treasury Guide	x		x										
Seminar on Basic Financial Management and Treasury Functions		x	x										
Budget Reporting Presentation - Milan Dabović	x	x	x										
Prezentacija o Trezoru - Nataša Obradović		x	x										
Expenditure Controls Presentation	x	x	x										
Estimated Impact LLGF 2003 - 2004 - Francis Conway	x	x	x										
Interim Treasury Software Evaluation and Selection	x	x	x										
Treasury System Training Presentation		x	x										
Municipal Treasury General Ledger Information System	x	x	x										
Seminar: Ten Steps in Implementation of Municipal Treasury		x	x										
Own Source Revenues Mobilization													
Comparative Municipal Data 2002-2004	x	x	x										
Municipal Revenues and Expenditures 2002	x	x	x										
Municipal Revenues and Expenditures 2003	x	x	x										
Municipal Revenues and Expenditures 2004	x	x	x										
Tax Collection Action Plans	x		x										
Assessment Action Plan	x		x										
Report - Prices of newly constructed apartments in first half of 2004		x	x										
Report - Prices of newly constructed apartments in 2003	x		x										
Tax Collection Workshop Podgorica	x	x	x		2(1)								
Tax Collection Workshop Cetinje	x	x	x		12(6)					x			

Tax Collection Workshop Zabljak (Local Own Source Revenues Collection)	x	x	x		9	x					x	x
Assessment Workshop	x	x	x		12(6)	x						
Real estate Tax Reform Conference	x	x	x			x					x	
Valuation Workshop	x	x	x		1	x			x	x		
Real Estate Tax Assessment	x	x	x									
Assessment of Municipal Progress Ret Law Implementation 2003	x		x									
Report: The Legal Framework and Possibilities for the Tax Relief Establishing in Montenegro	x	x	x									
Training of Trainers Participant Handbook	x	x	x		x			x				
Assessment Report on RET Implementation	x		x									
Legal and Regulatory Environment												
Corporate profit tax official gazzette	x		x									
Law on Personal IncomeTax officila gazette	x		x									
VAT Law Official Gazette	x		x									
Law on Real Estate Tax offical gazette	x		x									
Excise Tax Law 210102 officialgazette	x		x									
Law on Tax Administration Official Gazette	x		x									
Budget Law Official Gazette	x		x									
ublic Procurement Law English Official Gazette	x		x									
Concessions Law Official Gazette	x		x									
Law on Telecommunications Official Gazette	x		x									
Tourism Law Official Gazette	x		x									
Law on Fair Restitution Official Gazette	x		x									
Business Organization Law - Official Gazette	x		x									
Law on Insolvency of Business Organizations - Official Ga	x		x									
Law on Secured Transactions - Official Gazette	x		x									
Law on Accounting and Auditing - Official Gazette	x		x									
Law on Central Bank of Montenegro - Official Gazette	x		x									
Law on Banks - Official Gazette	x		x									
Law on Bankruptcynad Liquidation of Banks - Official Gaze	x		x									
Law on Securites - Official Gazette	x		x									
Law on Public Administration Official Gazette	x		x									
Law on Inspection Supervision - Official Gazette	x		x									
Energy Law - Official Gazette	x		x									
Deposit Protection Law - Official Gazette	x		x									
Labor Law - Official Gazette	x		x									
A Guide for Citizens	x		x									
an extract from the Official Gazette of the ROM	x		x									
Book of Procedures	x		x									
COE participation	x		x									
COE referendums	x		x									

	1	2	3	4	5	6	7	8	9	10	11	12	13
Communal taxes Law	x		x										
Economics Reform Agenda	x		x										
Illinois FOIA Questions and Answers	x		x										
Illinois Open Meetings Act	x		x										
Council of Europe - CETS no_ 122 - European Charter of Local Self-Government	x		x										
Law on Administrative Fees	x		x										
Law on Games of Chance, draft	x		x										
Law on LG Finance - 7-15 - 2003	x		x										
Law on Local Governance - Montenegro - Official Gazzette	x		x										
Law on LSG MS highlighted	x		x										
Law on Local Self Government Citizen Participation articles	x		x										
Law on tax administration amendment	x		x										
Law on utility services 12-95	x		x										
LGFC Rulebook	x		x										
MA-Book of Procedures	x		x										
Michigan Open Meeting Act and Freedom od Information act	x		x										
Ministry of Urban Planning - Housing policy in MN	x		x										
Restitution of Ownership Titles and Indemnification Act	x		x										
tax relieves	x		x										
The Capital City Act - Draft	x		x										
The Illinois Freedom of Information Act - full text	x		x										
UMM Local Assembly Book of Procedures	x		x										
UMM model Ordinance on Citizen Participation	x		x										
Virginia Open Meetings Act	x		x										
Freedom of information acts	x		x										
Model Municipal Charter	x		x										
Citizen Participation													
Community Profiles (15)	x		x										
Strategic Plans (22)	x	x	x										
Compendium of Good Practices in Citizen Participation	x		x										
COMPONENT 2: COMMUNAL ENTERPRISE MANAGEMENT AND SERVICE DELIVERY													
MEWSO Manual	x	x	x	x	x	x				x	x		
Unaccounted for Water manual and Training Seminar	x	x	x	x	x	x				x	x		
Study tour to Albanian Water Works - Site briefing manual	x	x	x	x							x		
Draft Law on Water Supply Services Retreat #1 and #2	x	x	x	x	x	x				x	x		
Billing and collection software vendor seminar	x	x	x		x	x				x	x		
Water Works Basic Computer Skills Trainining Course at all 21 water works	x	x	x		x	x				x	x		
COMPONENT 3: INFORMATION TECHNOLOGY													
Training Material for Basic computer skills		x	x					x					

2005

Component	Completed			Report	PowerPoint Presentation	Agenda	Minutes	Training Manual	Handouts	Participant List	Evaluation	In progress
	English	Local language	Electronic									
PONENT 1: INTEGRATED MUNICIPAL FINANCE												
et Reporting, Expenditure Reduction & Multi-year Balanced Budgeting												
iences and lessons from Europe and Montenegro's ization System	x	x	x									
ipal assembly workshop on roles and responsibilities in ial management	x	x	x									
ization Report - Juliana Pigey	x	x	x									
ples and Their Application for 2005 Equalization Formula	x	x	x									
dtable Cetinje	x	x	x									
ring revenues presentation	x	x	x									
rence on Pooled Financing	x	x	x									
ember 2005 GLG project draft municipal budget ration regulation	x		x									
ember 2005 GLG project draft municipal budget ration regulation flow chart	x		x									
cipal Treasuries												
of Accounts	x		x									
e Presentation - Treasury Management System	x	x	x									
resentation - Treasury Management System	x	x	x									
Source Revenues Mobilization												
arative Municipal Revenues and Expenditures 2002-	x	x	x									
tion Methodology development	x	x	x									
Documents - Scanned		x	x									
ction procedure manual	x	x	x									
ssment report on Real Estate Tax Implementation	x		x									
ng of Trainers Handbook	x	x	x					x				
ng of Trainers Workshop	x	x	x		4							
ange of Sub-National Government independence: The egrin Case study	x	x	x									
rd Almy - Valuation Methodology Development - feb 05 port	x		x									
Source Revenues Presentation	x	x	x									
rd Almy - Valuation training and methodology opment - Sep 04 trip report	x		x									
Estate Tax Brochure		x	x									
n Municipal Property Presentation	x	x	x									
ction Manual	x		x									
Estate Tax Forum Cetinje September 2005	x	x	x		3							

	1	2	3	4	5	6	7	8	9	10	11	12	13
...ssional Associations Forum	x	x	x		1								
...l Serban & Claudia Pamfil trip report	x		x										
...a za Moderatore		x	x										
...egal Framework and Possibilities for the Tax relief ...lishing in Montenegro	x	x	x										
...l and Regulatory Environment													
...ntralization and Local Governance Legislation ...cement Issues	x		x										
...nents on Bill on Capital	x		x										
...ance on LG Council Pljevlja	x		x										
...Ordinance on Communal Police Kolasin	x		x										
...n Municipal Property – Issues and Choices ...entation)	x	x	x		x								
... Municipal Charter	x		x										
...ance on citizen participation	x		x										
...Ordinance Drafting Resource Guide	x		x										
...nents on Bill on Capital	x		x										
...n Participation Plan	x		x										
...municipal ordinance and public debate program - ...ion of invited municipalities	x		x										
... Property Law Discussion Topics		x	x										
...plan on drafting the municipal ordinances and public ...e process	x		x										
...: Debate Process workshop agenda	x		x										
...e Book of Procedure	x		x										
...Municipal Ordinance: Drafting, Public Debate, and ...ion	x	x	x										
...ance Topic the purpose and goal statement	x	x	x										
...ng a Citizen Participation Plan	x		x										
...w of Ordinance Drafting Process	x		x										
...ptember 2005 GLG project comments on 1 August 2006 ...Law on Public Procurement	x		x										
...he 2005 GLG project memorandum regarding ...cement of Montenegrin decentralization and local ...nance legislation	x	x	x										
...he 2005 GLG project memorandum on May 2006 draft ...n Participation of the Private Sector for the Delivery of ... Services	x		x										
...he 2005 GLG project memorandum on May 2006 draft ...n Participation of the Private Sector for the Delivery of ... Services	x		x										
...he 2005 GLG project revised draft Law on Participation ... Private Sector for the Delivery of Public Services	x		x										
...n Participation													
...an Kotor	x		x										
...an Bar	x		x										
...an Pljevlja	x		x										
...an Kolasin	x		x										
...an Plav	x		x										
...shop on Public Debate Process I (presentation)	x	x	x		x	x			x				
...shop on Public Debate Process II (presentation)	x	x	x		x	x			x				

shop on Public Debate Process III (presentation)	x	x	x		x	x			x			

PONENT 2: COMMUNAL ENTERPRISE MANAGEMENT AND SERVICE DELIVERY

MoP, GIS Seminar materials, participant list, Seminar ation results.	x	x	x	x	x	x				x	x	
ser Group Newsletter #1.	x	x	x	x								
ser Group seminar #1					x	x				x	x	
Term GIS Project Plans for the five GIS test water works Danilovgrad, Rozaje, Ulcinj, Zabljak and Pljevlja).	x	x	x	x								
e Sector Participation seminar					x	x				x	x	
cial Assessments of Danilovgrad, Rozaje, Ulcinj, Pljevlja, Herceg Novi, Cetinje, Pluzine, Berane, and Niksic	x	x	x	x								
nical Assessment of Herceg Novi Water Works	x	x	x	x								
nical Assessment of Ww Savnik	x	x	x									
nical Assessment of Danilovgrad Water Works	x	x	x	x								
ostic Assessment	x	x	x	x								
Works Customer Satisfaction Survey of Herceg Novi, ovgrad, Pljevlja, Rozaje, Bar	x	x	x	x	x	x				x	x	
Detection Equipment Training Seminar	x	x	x		x	x				x	x	
Detection Plan for WSS Pljevlja, WSS Rozaje, WSS ovgrad, WSS Podgorica, WSS Herceg Novi and WSS	x	x	x	x								
Plan for Ww Rozaje	x	x	x	x								
ess Planning Seminar #1	x	x	x		x	x				x	x	
nal Ww Seminar/Discussion	x	x	x		x	x				x	x	
nmarking meeting #1	x	x	x		x	x				x	x	
ser Group #2	x	x	x		x	x	x			x	x	
Law on Water Supply Services	x	x	x	x								
ewletter #2	x	x	x	x								

n Participation

ure on Water preservation GLG/ WW Danilovgrad and k - Flat Rate Payers	x	x	x									
ure on Water preservation GLG/ WW Danilovgrad and k - Water Meters	x	x	x									
Awareness Campaign Plan GLG/WW Niksic	x	x	x									

PONENT 3: INFORMATION TECHNOLOGY

letin #1.pdf		x	x									
letin #2.pdf		x	x									
letin #3.pdf		x	x									
letin #4.pdf		x	x									
uter Network Administration manual		x	x									
ffice User Manual		x	x									

2006

Component	Completed			Report	PowerPoint Presentation	Agenda	Minutes	Training Manual	Handouts	Participant List	Evaluation	In progress	
	English	Local language	Electronic										
PONENT 1: INTEGRATED MUNICIPAL FINANCE													
et Reporting, Expenditure Reduction & Multi-year Balanced Budgeting													
bruary 2006 GLG project report on sustainable ipal budgeting	x		x										
bruary 2006 GLG project report on status of fiscal tralization (not yet final)	x		x										
bruary 2006 GLG project report on status of istrative decentralization	x		x										
cipal Treasuries													
mentation for Ministry of Finance - Documents oped by GLG	x	x	x		x								
ng and monitoring the budget - a training for municipal mbley members	x	x	x		x								
a za odmornike Skupštine Opštine		x	x		x								
et Training	x	x	x		x								
Source Revenues Mobilization													
and Regulatory Environment													
ary 2006 report of the working group on the municipal of forestry concession fees	x	x	x										
uary 2006 GLG project comments on September 2006 Law on Public Procurement	x		x										
bruary 2006 comments by Prof. Ivovic on January 2006 Law on Public Procurement	x	x	x										
bruary 2006 response of Public Procurement mission to 5 January 2006 GLG project comments on mber 2006 draft Law on Public Procurement	x	x	x										
bruary 2006 GLG project report on participation of five enegrin municipalities in development of municipal ances and development and implementation of public e plan on municipal ordinances	x		x										
n Participation													
PONENT 2: COMMUNAL ENTERPRISE MANAGEMENT AND SERVICE DELIVERY													
nical Audit for Ww Pljevlja and Rozaje	x	x	x	x									
nical Audit for Ww Kolasin	x	x	x	x									
nical Audit for Ww Zabljak	x	x	x	x									
nical Audit for Ww Bar	x	x	x	x									

ness Plan for Ww Pljevlja	x	x	x	x											
gement Assessment of Bar, Danilovgrad, PLJ, Rozaje, g Novi	x	x	x	x									x		
ess Planning Seminar #2	x	x	x		x	x				x	x				
ess Planning Seminar #3	x	x	x		x	x				x	x				
marking Seminar #2	x	x	x		x	x				x	x				
marking Seminar #3	x	x	x		x	x				x	x				
PONENT 3: INFORMATION TECHNOLOGY															
minar Presentations		x	x		7										

Progress Reports

	Completed			In progress
	English	**Local**	**Electronic**	
Monthly Progress Reports				
Monthly Progress Reports January 2004 - January 2006	x		x	
Quraterly progress Reports				
Progress Report Q4 2003	x		x	
Financial Report Q4 2003	x		x	
Progress Report Q1 2004	x		x	
Financial Report Q1 2004	x		x	
Progress Report Q2 2004	x		x	
Financial Report Q2 2004	x		x	
Progress Report Q3 2004	x		x	
Financial Report Q3 2004	x		x	
Progress Report Q4 2004	x		x	
Financial Report Q4 2004	x		x	
Progress Report Q1 2005	x		x	
Financial Report Q1 2005	x		x	
Progress Report Q2 2005	x		x	
Financial Report Q2 2005	x		x	
Progress Report and Financial summary Q3 2005	x		x	
Progress Report and Financial summary Q4 2005	x		x	
Work Plans				
Work Plan 2003-2004	x		x	
Work Plan 2005				x
Monitoring And Evaluation				
Monitoring And Evaluation Plan	x		x	
Final Report				
GLG Final Report	x		x	

Transmittal Letters

	Completed			In progress
	English	**Local**	**Electronic**	
Monthly Progress Reports Transmittal Letters				
Monthly Progress Reports January 2004 - January 2006	x		x	
Quraterly progress Reports Transmittal Letters				

Progress Report Q4 2003	**x**		**x**	
Financial Report Q4 2003	**x**		**x**	
Progress Report Q1 2004	**x**		**x**	
Financial Report Q1 2004	**x**		**x**	
Progress Report Q2 2004	**x**		**x**	
Financial Report Q2 2004	**x**		**x**	
Progress Report Q3 2004	**x**		**x**	
Financial Report Q3 2004	**x**		**x**	
Progress Report Q4 2004	**x**		**x**	
Financial Report Q4 2004	**x**		**x**	
Progress Report Q1 2005	**x**		**x**	
Financial Report Q1 2005	**x**		**x**	
Progress Report Q2 2005	**x**		**x**	
Financial Report Q2 2005	**x**		**x**	
Progress Report and Financial summary Q3 2005	**x**		**x**	
Progress Report and Financial summary Q4 2005	**x**		**x**	
Final Report Transmittal Letter				
GLG Final Report	**x**		**x**	

Baseline Surveys

BASELINE SURVEYS	English	Local	Electronic
Assess Report on Real Estate Tax Implementation - Richard Almy	**x**		**x**
Assessment of Real Estate Tax Implementation Progress - Donna Putt	**x**		**x**
Agencies and Implementers	**x**		**x**
Implementing Status of the Law on Public Administratrion and Law on Territorial Organization	**x**		**x**
List of Law on Local self Governmet Related Laws	**x**		**x**
Citizen Participation In Economic Development, Urban Planning And Cip	**x**		**x**
Local Context for Economic Development	**x**		**x**
Report On New And Expanded Requirements For Public Participation Defined By Law On Local Self Government	**x**		**x**
Municipal Organizational structure	**x**		**x**
Implementatuion Status Of The Law On Local Self Government	**x**		**x**
Local Media	**x**		**x**
Political Parties	**x**		**x**
Interaction of Nongovernmental organizationss and Local Government resector specific development	**x**		**x**
Podgorica and Cetinje - reform of the legal status	**x**		**x**
Citizen Participation and Training needs report	**x**		**x**

Other Resources

Other Resources	Electronic	Author
Local Government reform Project in Moldova: Materials for the UI IAC Annual Field Office Conference		
Local Government Financial management Training Manuals and Guides		**UI/ICMA/DAI**

Analysis and Recommendations on Constraints to SME Growth in Northern Montenegro	x	**CHF/USAID**
Study on the Impact of the Proposed Law on Local Self-Government Finance on Municipalities' revenues		**Union of Montenegrin Municipalities (UMM)**
Report on Assessment of and Recommendations for the Institutional, Legal and Technological Situation of Land Administration in Montenegro with Special Reference to Municipal Land Management		**Deutsche GTZ**
Strategic Plan of the Union of Municipalities of Montenegro		**UMM**
Model City Charter		**National Civic League**
Model County Charter		**National Civic League**
Framework for Effective Local Government Finance	x	**Michael Shaeffer (World Bank)**
Public Finance, Transparency and Accountability: A Path toward Reducing Corruption	x	**Michael Shaeffer**
Quick Start: Framework for Effective Local Government Finance	x	**Michael Shaeffer**
Reforming Serbia's Local Government Finance System	x	**Anthony Levitas**
Fiscal Decentralization in Transition Economies: Case Studies from the Balkans and Caucasus	x	**United Nations Development Programme**
Other Resources		
The Impact of Decentralization on Social Policy		**Katalyn Tausz**
Consolidation or Fragmentation – The Size of Local Governments in CEE		**Pawel Swianiewitz**
Local Government Borrowing: Risks and rewards		**Pawel Swianiewitz**
Public Perception of Local Governments		**Pawel Swianiewitz**
Local Government Budgeting		**Mihaly Hogue**
Developing New Rules of the Old Environments		**Igor Munteanu and Victor Popa**
Obstacles to Trade, Growth, Investment and Competitiveness		**The Balkan Network**
Leadership Challenge (with Workbook and Journal)		**Kouzes/Posner**
Innovation in Professional Education		**Boyatzis**
Coaching, Mentoring and Managing		**William Hendricks**
Designing Training Programs		**Leonard Nadler**
Web Based Training		**Margaret Driscoll**
Gauging Success: performance measurement in SEE		**Zeljko Sevic**
Fiscal Autonomy and Efficiency		**Kenneth Davey**
Dilemmas and Compromises: Fiscal Equalization in Transition Countries		**Serheii Slukhai**
Qualitative Research for Education: An Introduction to Theory and Methods		**Robert Bogdan**
The State of Local Democracy in Central Europe		**Soos/Toka/Wright**
Investing in Regional Development: Policies and Practices in EU Candidate Countries		**Kenneth Davey**
Navigation to the Market: Regulation and Competition in Local Utilities in CEE		**Peteri/Horvath**
Fiscal Decentralisation In Croatia Problems Of Fiscal Equalisation	x	**Anto Bajo / Mihaela Bronic**
Income Distribution In Croatia: What Do The Household Budget Survey Data Tell Us?	x	**Danijela Nestic**

From Usage to Ownership: Transfer of Public Property to Local Governments in Central Europe		**Peteri**